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2015 K900 expected Spring 2014. Initially only available in select markets with limited availability. 2015 K900 V8 prototype shown with optional features. Not all features are available on all trim levels.



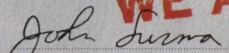


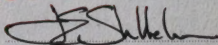
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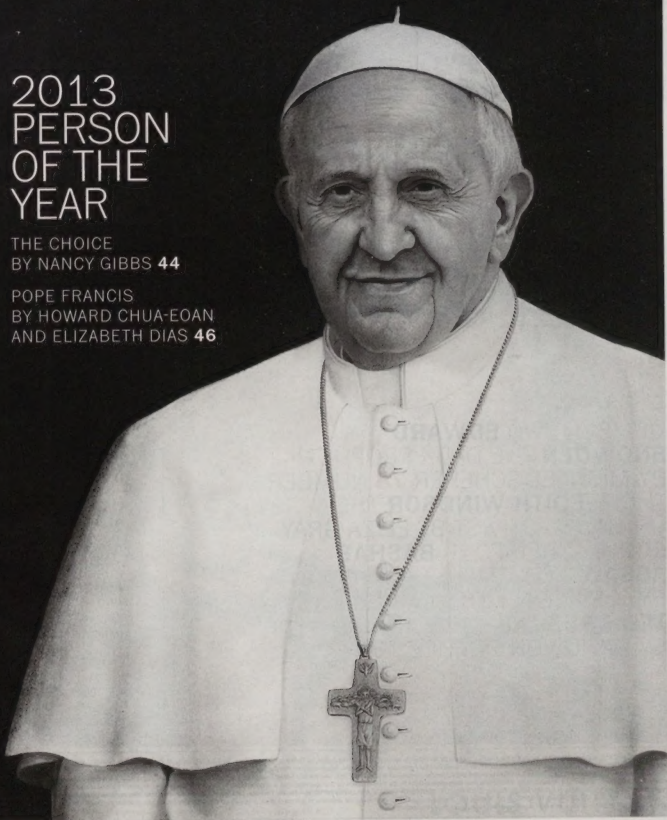
TIME

VOL. 182, NO. 26 | 2013

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LOUIS VUITTON

Editor's Desk

THE VOICES OF 2013



TIME DEFINES ITS Person of the Year as the individual who, for better or worse, had the greatest impact on the news and our lives

this year. As we were preparing this issue, the news broke of the death of Nelson Mandela. For his remarkable statesmanship in leading South Africa down the road of reconciliation, he was one of *TIME*'s Men of the Year in 1993, and this issue concludes with tributes to his life and legacy by my predecessor, former *TIME* managing editor Rick Stengel, who collaborated with Mandela on his autobiography, as well as by Bono and Morgan Freeman.

Among this year's leading newsmakers is Edward Snowden, the NSA contractor charged with espionage for his exposure of America's secret surveillance machinery. But the NSA revelations were just one of several earthquakes shaking the public faith in government. One of the most influential members of the political class this year was also one of its newest: freshman Texas Senator Ted Cruz, who was so worried the public would become addicted to the spoils of Obamacare that he instigated a 16-day government shutdown that stood no chance of defunding the law. It did, however, distract attention from what ended up being the most disastrous debut of an immense government program in modern history.

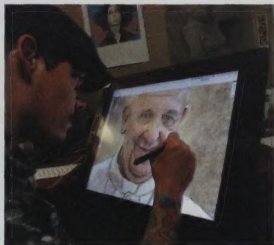
Not all power, of course, is political. Edith Windsor, another individual turned icon, became the Rosa Parks of the gay-rights movement when she sued the U.S. government to recognize her marriage to her partner of more than 40 years. Her victory in the Supreme Court accelerated one of the swiftest transformations in public attitudes in American history.

We live in an age of disruption, and insurgents are increasingly found in unlikely places. A surprising new voice on the world stage suggested that the "culture of the temporary" was a road to ruin. "Almost without being aware of it, we end up being incapable of feeling compassion at the outcry of the poor, weeping for other people's pain, and feeling a need to help them, as though all this were someone else's responsibility... the culture of prosperity deadens us." That is the voice that cut through the noise of a noisy year, and it belongs to our Person of the Year, Pope Francis. To capture his character and the questions he has raised, *TIME* contributor Howard Chua Eoan reported from Buenos Aires and Rome, while Elizabeth Dias talked to prominent religious leaders in the U.S. and around the world. Our cover portrait was painted by Jason Seiler; it is sure to become one of a great many of a man being watched closely within his church, and far beyond.

Nancy Gibbs

Nancy Gibbs, MANAGING EDITOR

PERSON OF THE YEAR
ON TIME.COM



BEHIND THE COVER

To capture the essence of Pope Francis, we turned to Chicago-based Jason Seiler, a classically trained oil painter who recently taught himself to paint digitally on an LCD display (above). Seiler spent more than 70 hours creating the artwork, which continues the rich tradition of great portraiture on the cover of *TIME*. "A lot of times before I start a painting, I see it finished in my head," he says. "With this one, I let it happen organically." For more on the process, go to time.com/popepainting.



A LIFE IN PICTURES

TIME's Paul Moakley interviewed Edith Windsor—the woman who took DOMA to court—in November at her NYC home and created a video tribute using personal photos from her 42 years with spouse Thea Spyer. See the video at time.com/windsor.

A SPEECH IN SECONDS

There's no denying that Texas Senator Ted Cruz's 21-hour attack on Obamacare was one of the most memorable speeches of 2013. Relive the unforgettable moments—including Cruz's quoting Dr. Seuss and Darth Vader—on our interactive timeline at time.com/cruz.



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THE YEAR IN COVERS

READERS REACT TO OUR
BIGGEST STORIES

'Unless pro-lifers are committed to supporting and raising all the children they don't want aborted, they are being egregiously morally dishonest.'

MARY-HOWELL MARTENS,
of Penn. Yan. N.Y., on "What
I Have" [Jan. 14]

7 'There is only one savior, and it is not me. #Jesus.'

Florida Senator **MARCO RUBIO**, via Twitter, on TIME's cover line, "The Republican Savior" [Feb. 18]

• This should be a *Silent Spring* moment for health care.

The Daily Show's
JON STEWART, flouting
"Butter Pill" Man to the
bust, that helped launch
the modern environmental
showbiz report!

14 Clever, but what if you're a gay, living in Houston and would like to get married?'

State's **MATT YGLESIAS**, via Twitter on "How Gay Marriage Won" | April 8 |

19 I can't access the full text of the TIME article. I want it. WTF am I supposed to do with just the cover? GIVE ME THE TEXT. ME. ME. ME. ME. ME. ME. ME.

Twitter star **FARHAD MANJOO**, via Twitter, on "The Me Me Me Generation" [May 26]



He is as concerned about the poor children of our city as he is about transparency and ethics in governing. Which is to say, not in the least.'

EDWARD JUILLARD,
off his soap on Mayor
Rahm Emanuel, aka the
Chicago Bull (June 10)

‘By all means, let’s retaliate against Assad by bombing his cities and killing more civilians. Will this make us more pious than he?’

CARLOS REYNA, of El Paso, Texas, on Obama's Syria dilemma in "The Unhappy Warrior" (Sept. 9)

'The crux of the matter is that it's a full-time job with a \$0 paycheck.'

GEORGE NEWMAN, of Verona, N.J., on "It's Time to Pay College Athletes" (Sept. 16)

41 'Well, that did the trick. Charles just became about 30 times more interesting. In our estimation.'

Vanity Fair's **JOSH DUBOFF** on Emma Thompson's revealing in "The Forgotten Prince" [Nov. 4] that dancing with Prince Charles was "better than sex"

"The way the people of New Jersey look at this, their governor has been on the cover of TIME magazine twice in one year. We must be doing something right."

New Jersey Governor
CHRIS CHRISTIE, on
being called "the elephant
in the room" [Nov. 18]



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Siemens answers are helping leading companies explore new places in new ways.

The engineers at SpaceX knew that successfully launching a rocket was contingent on millions of things going right. Just a single error could impact the entire mission to the International Space Station. To help solve this challenge, they turned to Siemens industry software. This played a critical role in enabling the SpaceX

team to design and test products virtually before constructing them physically — optimizing the chances of a successful launch.

Today, Siemens is helping business leaders across the U.S. transform the way goods are *manufactured*. In industries from automotive to pharmaceutical, companies look to Siemens for new ways to do more with less, to raise quality while lowering costs, and to help factories and plants be a bit gentler on our environment. And it's working — a new era in manufacturing is beginning to take hold across the country.

Somewhere in America, the people of Siemens are creating answers that will last for years to come.



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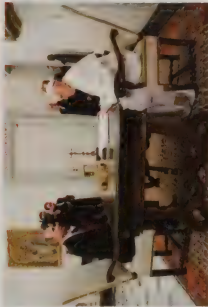
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THE YEAR IN POWER COUPLES

HOW TO GET FROM POPE FRANCIS TO LADY GAGA
IN 11 EASY STEPS



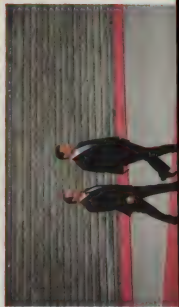
POPE EMERITUS BENEDICT XVI met POPE FRANCIS at Castel Gandolfo outside Rome for lunch, just 10 days into Francis' papacy. It was the first time two Popes have met in hundreds of years.



POPE FRANCIS met VLADIMIR PUTIN, Russian President, at the Vatican to discuss Syria's civil war and the role of Christianity in society. Putin kissed an icon of the Madonna that he gave to Francis.



VLADIMIR PUTIN met BARACK OBAMA, U.S. President, at the G-8 summit in Northern Ireland to discuss potential solutions to the conflict in Syria.



...
BARACK OBAMA met **BENJAMIN NETANYAHU**, Israeli Prime Minister, at the King David Hotel in Jerusalem; it was Obama's first presidential visit to the U.S.'s closest ally in the Middle East.



...
FRANÇOIS HOLLANDE met **ANGELA MERKEL**, German Chancellor, at the French embassy in Berlin; both were at an event celebrating the 50th anniversary of the Elysée Treaty.



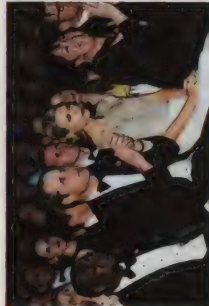
...
ANGELA MERKEL met **DAVID CAMERON**, U.K. Prime Minister, at the opening ceremony of the G-8 summit, held at the Lough Erne Resort in Northern Ireland.



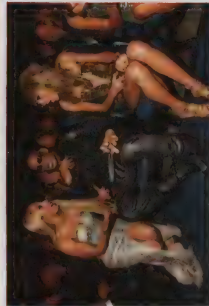
...
XI JINPING met **FRANÇOIS HOLLANDE**, French President, in Beijing. Both leaders pledged their desire for a "multipolar" world that would ease the dominant influence of superpowers.



...
PARK GEUN-HYE met **PRINCE WILLIAM**, Duke of Cambridge, in London, where he unveiled a model of the proposed Korean War memorial during its groundbreaking near Westminster Bridge.



...
PRINCE WILLIAM met **TAYLOR SWIFT**, American singer, during a charity gala at Kensington Palace. William joined Swift and Bon Jovi onstage to sing "Livin' on a Prayer."



...
TAYLOR SWIFT met **LADY GAGA**, American pop artist, at the American Music Awards in Los Angeles. Gaga joined R. Kelly for a JFK-themed performance; Swift won Artist of the Year.

...
DAVID CAMERON met **PARK GEUN-HYE**, South Korean President, at 10 Downing Street in London, where he reaffirmed support for the South as it dealt with North Korean taunts.

THE YEAR IN HIGHS & LOWS

WHO THRIVED AND WHO TOOK A DIVE

GOOD
YEAR

BAD
YEAR

The **Katy Perry** album debuted atop the *Billboard* 200 album chart, thanks to hit single "Roar"

NASA's **Voyager 1** entered interstellar space

Kerry won raves for her performance on *Scandal*

Cronuts (the croissant-doughnut hybrid) could reportedly be bought for eight times the retail price

Kardashian, ruler of reality TV, became a mother to North West

Doman, actor, agreed to play the lead in the *Fifty Shades of Grey* movie after Charlie Hunnam dropped out

Ron Burgundy, fictional news anchor, made audiences laugh at his crass jokes

Prince George, third in line to the British throne, was born

Timberlake released *The 20/20 Experience* and appeared on *SNL*

Before Midnight charmed fans of the Julie Delpy-Ethan Hawke romance series

Red won the World Series

Chris Hadfield reminded us space is cool in tweets from orbit

Christie spurred presidential chatter after winning re-election as New Jersey governor

Dow, the industrial average, crushed records by topping 16,000 points

Marc Anthony's 3.0 topped the *Billboard* Latin Albums chart

Poutine whetted appetites with a rumored rollout at Canadian McDonald's

James, the porn star turned actor, was moderately praised for his work in *The Canyons*

Bitcoin went mainstream, infiltrating online stores and news headlines

30 Rock left viewers wanting more after its series finale

Bangerz, the Miley Cyrus album, landed atop the *Billboard* 200

PRISM

EXPLORERS

WASHINGTON

BLACK
MARKETS

KIM

JAMIE

LOUDMOUTHS

HEIRS

JUSTIN

MOVIES

SOX

ASTRONAUTS

CHRIS

JONES

ITERATIONS

SOUNDALIKES

DEEN

BITS

TV

EUPHEMISMS
FOR SAUSAGE

The **National Security Agency** program debuted in the public consciousness, thanks to Edward Snowden

The Lone Ranger entered the annals of big-screen flopdom

D.C. got panned for a 16-day federal shutdown

Drugs (and other contraband) could not be bought on Silk Road, since the site got busted by the FBI

Jong Un, ruler of North Korea, drew a mother lode of criticism from the West

Dimon, JPMorgan Chase CEO, agreed his firm would pay \$13 billion in a settlement over selling troubled mortgages

Seth MacFarlane, real-life Oscars host, made audiences cringe at his crass jokes

Matthew Crawley, first in line to *Downton Abbey*, was killed off

Bieber released spray paint and appeared inside a brothel (reportedly)

After Earth disappointed fans of the Smith family—and moviegoers in general

White won fewer games than all but two MLB teams

Ryan Stone reminded us space is terrifying in *Gravity*

Brown spurred what-is-he-thinking chatter after getting arrested and going to rehab

Brigitte, diary heroine, was crushed by the loss of her love interest, Mark Darcy

98 Degrees' 2.0 topped no sales chart

Putin dampened international support with the rollout of an anti-gay law

Paula, the TV chef turned former TV chef, was majorly slammed for her use of racial slurs

BitTorrent went to court, amid lawsuits aimed at hub IsoHunt and the founder of the Pirate Bay

60 Minutes left viewers wanting less after its Benghazi-report retraction

Weiner, the politician, landed at No. 5 in the New York mayoral primary



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THE DIAMOND. THE PROMISE.

1/ SYDNEY LEATHERS

When Anthony Weiner ran for New York City mayor after resigning as Congressman for tweeting photos of his penis, many wondered how his campaign would end. The answer: by tweeting photos of his penis. Leathers (her real name!) revealed that Weiner had been talking dirty to her under the Twitter handle Carlos Danger (no one in the world's real name!). Leveraging her fame, Leathers got \$40,000 of plastic surgery and became a porn star under the name Sydney Leathers.

2/ CARLOS ARREDONDO

Having become a peace activist after losing his son in Iraq, the Man in the Cowboy Hat attended the Boston Marathon to hand out American flags. When the bombs exploded, he beat out the flames on a spectator's shirt, tied a tourniquet around the man's severed leg and helped wheel him to an ambulance—all while wearing a cowboy hat.

3/ RACHEL JEANTEL

As George Zimmerman's defense attorney pretended not to understand her, the witness, a friend of Trayvon Martin's who went by the name Diamond Eugene, recounted Martin's description of Zimmerman as a "creepy-ass cracker" and said the defense attorney's argument was "retarded, sir." Which really was all you needed to know about the trial.

4/ SHARKNADO

The Syfy channel's film about a hurricane dropping man-eating sharks on Los Angeles—which involved not only bombs being dropped from helicopters but also the casting of Tara Reid—became such a 140-character snarkfest that people actually watched it on repeat airings. The buzz helped *Sharknado* outrate all Syfy's other attempts at filmmaking, including *Sharktopus*, *Arachnophobia* and *Ghost Shark*.

THE YEAR IN

FIFTEEN MINUTES OF FAME

THE HEROES, VILLAINS AND EVENTS THAT ROSE, BRIEFLY, TO THE TOP BY JOEL STEIN



5/ CHELYABINSK METEOR

Minutes after a 10,000-ton meteor exploded 14.5 miles (23 km) above a Russian town, YouTube was flooded with videos of the blast, which was brighter than the sun and 30 times as great as the force of the atomic bomb dropped on Hiroshima. The world learned two things: meteors are sudden and dangerous, and Russia is so corrupt that everyone has a dashboard camera to protect them from accident scams.

6/ RICHIE INCOGNITO

With a name that Anthony Weiner undoubtedly considered before settling on Carlos Danger and a face resembling the bully's in nearly every 1980s movie (*Pee-wee's Big Adventure*, *A Christmas Story*, *Back to the Future*), this 319-lb. (145 kg) lineman—voted the NFL's second dirtiest player in 2012—was suspended by the Miami Dolphins for taunting his own teammate, 312-lb. (142 kg) lineman Jonathan Martin, so intensely that Martin left the team, citing emotional distress.

7/ YLVIS

To promote the new season of their comedy show, Norwegian brothers Vegard and Bard Ylvisaker worked with Stargate (producer of hits for Rihanna, Katy Perry and Beyoncé) to create a song in which they very seriously sing, "Ducks say 'quack'! And fish go 'blub!' And the seal goes 'ow ow ow'! But there's one sound! That no one knows! What does the fox say?" Their theory was that creating a song with deliberately bad lyrics would make their audiences laugh. It turned into a hit: "The Fox (What Does the Fox Say?)" was No. 6 on the *Billboard* Hot 100 for three weeks, despite the fact that foxes sound just like dogs.



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8/ EARL "BUBBA" HIERS

Hiers brought down the empire of his sister Paula Deen when an employee at a restaurant that the siblings co-own sued them for creating a hostile work environment. In a deposition, Hiers admitted to watching porn at work, using the N word, stealing money from the cash register and drinking on the job. Also, he used too much butter.

9/ CHARLES RAMSEY

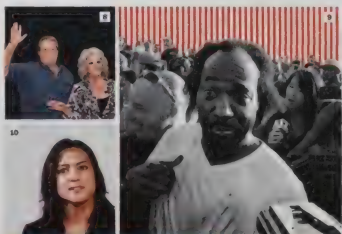
Ariel Castro's neighbor helped rescue three women and a girl who had been held hostage for years. After making the coolest 911 call possible, he gave a reporter a detailed account of what happened while using very few words besides *bro*, *dude* and *dead giveaway*, which was promptly Auto-Tuned into a YouTube hit.

10/ LENNAY KEKUA

What was it that made Kekua's love affair with Notre Dame linebacker and Heisman candidate Manti Te'o grip the nation? Was it her wholesome good looks mixed with her Stanford education, her sob story (a horrifying car accident, a young death from leukemia), or was it the fact that—as we learned in January—she didn't exist? Te'o said he had been catfished, a.k.a. duped by an online imposter: Ronaiah Tuiasosopo, who was using photos of high school classmate Diane O'Meara, above right, apparently without her consent. He'd better hope he never shares a locker room with Richie Incognito.

11/ BAAUER

The DJ's obscure 2012 dance song "Harlem Shake" hit No. 1 on *Billboard's* Hot 100 earlier this year because five Australian teenagers used it to make a concept video: one guy dances alone, then the bass drops and everyone around him joins in. Soon thousands of people, including the *Today* show anchors and Mitch McConnell's campaign staff, had made videos too, and the Australians probably felt awful about what they had wreaked.

**12/ CAITLIN HELLER**

Jimmy Kimmel—in an effort to prove that we believe anything on the Internet—created a video of a girl twerking upside down, knocking over several candles and catching on fire. It was quickly picked up by major media outlets and received more than 14 million YouTube hits—at which point Kimmel revealed that Caitlin Heller was a character played by stuntwoman Daphne Avalon.

13/ MARISSA POWELL

In answering a question about pay inequality at the Miss USA competition, Miss Utah panicked and stammered something about how we need "to create education better," when she actually meant to say, "Please make fun of me, Internet."

14/ THE BOY WHO HUGGED THE POPE

Burning secret ballots in a Vatican furnace is a less effective system for picking a Pope than sending a kid onstage to burn-rush him. Instead of giving the child, known only as the Boy Who Hugged the Pope, 10 Hail Marys and five Our Fathers, Pope Francis patted him on the head and let him sit in the Pope's chair. This Pope showed the wisdom of 1,000 babysitters, leaving the discipline to the parents.

15/ OBAMACARE GIRL

Six years ago, we got Obama Girl, the swimsuit model dancing suggestively in the video "Crush on Obama." Today we have Obamacare Girl, the part-time stock-photo model whose face—used as the main image on HealthCare.gov—became synonymous with the Affordable Care Act's glitchy rollout. White House officials eventually removed the image to protect her from cyberbullying. "I don't know why people should hate me," she said later, in an anonymous interview. "I didn't design the website. I didn't make it fail."

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Optimizer^{plus} is a suite of savings products from GE Capital Retail Bank, featuring great rates and the safety of FDIC insurance.² In fact, GE Capital Retail Bank has recently received the Bankrate.com[®] Top Tier award for consistently offering annual percentage yields (APYs) that were among the highest reported in 100 Highest Yields[®] for 3rd quarter 2013. In addition, Optimizer^{plus} savings CDs have been named a "Best Standalone Account" and the "Best 12-month CD" by MONEY[®] Magazine as part of its 2013 ranking of the "Best Banks in America."¹

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² See opposite page for details.

³ From MONEY[®] magazine, November 2013 © 2013 Time Inc. Used under license. MONEY magazine and Time Inc. are not affiliated with, and do not endorse products or services of, Licensee.

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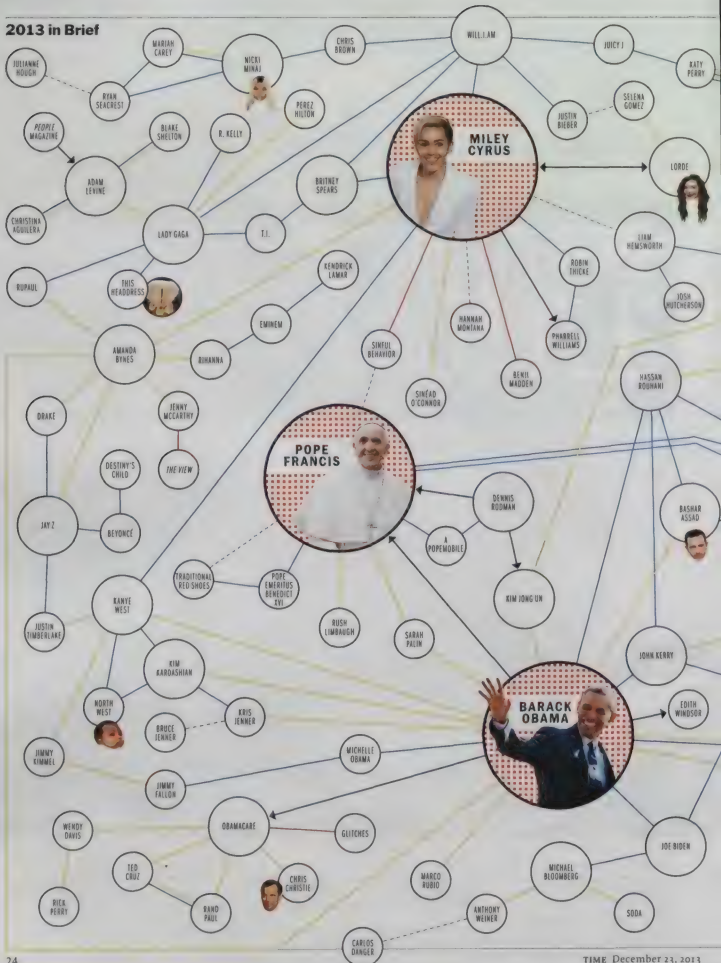
¹Annual Percentage Yields (APYs) are effective as of 12/05/13 and subject to change at any time without notice. The minimum balance required to earn the advertised APY is \$2,000.00 and must be deposited in a single transaction. The minimum balance to open a CD is \$2,000.00. A penalty may be imposed for early withdrawals. Fees may reduce earnings. After maturity, if you choose to roll over your CD, you will earn the base rate of interest in effect at that time. Visit myoptimizerplus.com for current rates, terms and account requirements. Rates apply to personal accounts only. Funds must come from a source other than a GE Capital Retail Bank deposit account.

²FDIC insurance up to \$250,000.00 per depositor, per insured bank, for each ownership category.

³Identity Theft Protection Services are provided by Identity Theft 911.






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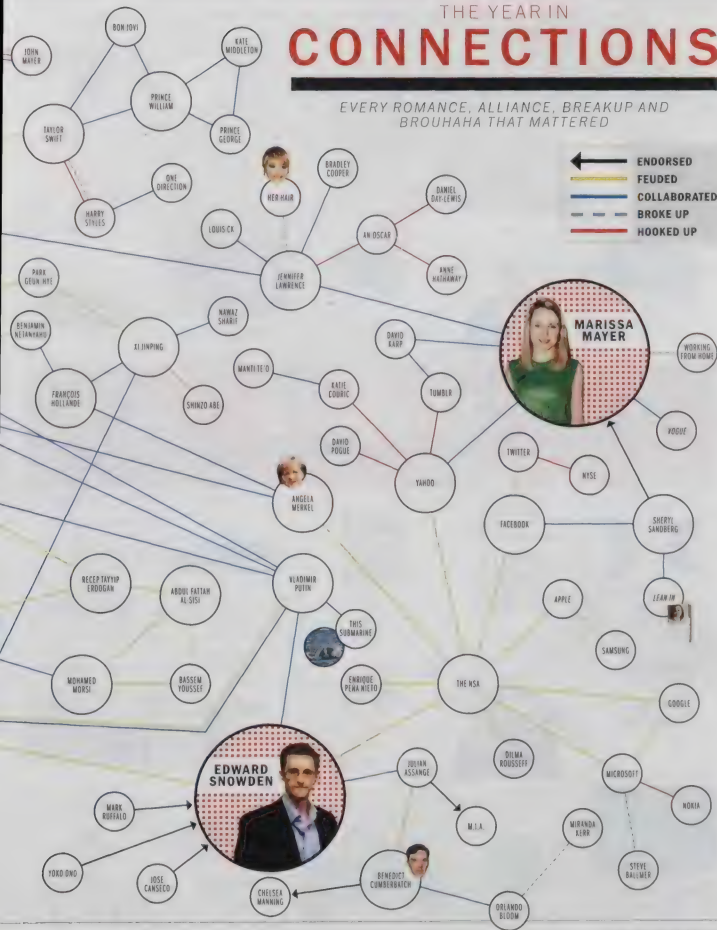
2013 in Brief



THE YEAR IN CONNECTIONS

EVERY ROMANCE, ALLIANCE, BREAKUP AND BROUHAHA THAT MATTERED

-  ENDORSED
-  FEUDED
-  COLLABORATED
-  BROKE UP
-  HOOKED UP



DESSERT
The Cronut



ATTRACTION
Taiwan's giant inflatable duck



DOCUMENT
Edward Snowden's Russian asylum card

GOWN
Prince George's christening robe



DRONE
Amazon's Prime Air delivery-bot concept



BOOK
Ted Cruz's copy of Green Eggs and Ham



GADGET
Google Chromecast



GAME
Candy Crush Saga

DRUG
Krokodil (a.k.a. the flesh-eating drug)



RELIC
The last DVD rented from Blockbuster

THE YEAR IN THINGS

THE INANIMATE OBJECTS THAT DROVE THE NEWS



CONSOLES
PlayStation 4 and Xbox One

VACCINE
The drugs that likely cured a baby of HIV



PAINTING
George W. Bush's alleged bathtub self-portrait



SHOE
Wendy Davis' 'flibustering' pink sneakers

PELT
Macklemore's thrift-shopped fur coat



SMARTPHONE
iPhone 5c

TOOL
Miley Cyrus' wrecking ball



SNACK-TASTROPHE
Watermelon Oreos

WEAPON
Oscar Pistorius' gun



SPACECRAFT
India's Mangalyaan Mars orbiter



POWER SYSTEM
The one that failed during Super Bowl XLVII

HAZARD
Synia's chemical weapons



BUILDING
The U.K.'s behemoth Library of Birmingham



ACCESSORY
Rainbow Loom bracelets



MAKEUP
Julianne Hough's blackface



ADVAIR

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If you have asthma or COPD, ADVAIR DISKUS may help you breathe better.††

Ask your doctor if ADVAIR® is right for you. Visit ADVAIRsavings.com or call 1-800-523-1446.

Approved Uses for ADVAIR DISKUS™

- ADVAIR DISKUS is for the treatment of asthma in patients 4 years and older. ADVAIR should be used only if your healthcare provider decides that your asthma is not well controlled with a long-term asthma control medicine, such as an inhaled corticosteroid.
- ADVAIR DISKUS 250/50 is approved for adults with COPD, including chronic bronchitis, emphysema, or both. You should only take 1 inhalation of ADVAIR twice a day. Higher doses will not provide additional benefits.
- ADVAIR DISKUS is not for, and should not be used to treat, sudden, severe symptoms of asthma or COPD. ADVAIR won't replace a rescue inhaler.

Important Safety Information About ADVAIR DISKUS

- People with asthma who take long-acting beta₂-adrenergic agonist (LABA) medicines, such as salmeterol (one of the medicines in ADVAIR), have an **increased risk of death from asthma problems**. It is not known whether fluticasone propionate, the other medicine in ADVAIR, reduces the risk of death from asthma problems seen with salmeterol.
- Call your healthcare provider if breathing problems worsen over time while using ADVAIR. You may need different treatment.
- Get emergency medical care if breathing problems worsen quickly and you use your rescue inhaler medicine, but it does not relieve your breathing problems.
- ADVAIR should be used only if your healthcare provider decides that your asthma is not well controlled with a long-term asthma control medicine, such as an inhaled corticosteroid.
- When your asthma is well controlled, your healthcare provider may tell you to stop taking ADVAIR. Your healthcare provider will decide if you can stop ADVAIR without loss of asthma control. Your healthcare provider may prescribe a different asthma control medicine for you, such as an inhaled corticosteroid.
- Children and adolescents with asthma who take LABA medicines may have an increased risk of hospitalization for asthma problems.
- Do not use ADVAIR to treat sudden, severe symptoms of asthma or COPD. Always have a rescue inhaler medicine with you to treat sudden symptoms.
- Do not use ADVAIR DISKUS if you have severe allergy to milk proteins. Ask your doctor if you are not sure.
- Do not use ADVAIR more often than prescribed. Do not take ADVAIR with other medicines that contain a LABA for any reason. Tell your doctor about medicines you take and about all of your medical conditions.
- ADVAIR DISKUS can cause serious side effects, including:
 - serious allergic reactions. Call your healthcare provider or get emergency medical care if you get any of the following symptoms of a serious allergic reaction: rash; hives; swelling of the face, mouth, and tongue; breathing problems.
- sudden breathing problems immediately after inhaling your medicine.
- effects on heart: increased blood pressure; a fast and irregular heartbeat; chest pain.
- effects on nervous system: tremor; nervousness.
- reduced adrenal function (may result in loss of energy).
- changes in blood (sugar, potassium, certain types of white blood cells).
- weakened immune system and a higher chance of infections. You should avoid exposure to chickenpox and measles, and, if exposed, consult your healthcare provider without delay. Worsening of existing tuberculosis, fungal, bacterial, viral, or parasitic infections, or ocular herpes simplex may occur.
- lower bone mineral density. This may be a problem for people who already have a higher chance of low bone density (osteoporosis).
- eye problems including glaucoma and cataracts. You should have regular eye exams while using ADVAIR.
- slowed growth in children. A child's growth should be checked often.
- pneumonia. People with COPD have a higher chance of getting pneumonia. ADVAIR may increase the chance of getting pneumonia. Call your doctor if you notice any of the following symptoms: increase in mucus (sputum) production; change in mucus color; fever; chills; increased cough; increased breathing problems.
- Common side effects of ADVAIR DISKUS for asthma include upper respiratory tract infection, throat irritation, hoarseness and voice changes, thrush in the mouth and throat, bronchitis, cough, headache, and nausea and vomiting. In children with asthma, infections in the ear, nose, and throat are common.
- Common side effects of ADVAIR DISKUS 250/50 for COPD include thrush in the mouth and throat, throat irritation, hoarseness and voice changes, viral respiratory infections, headache, and muscle and bone pain.

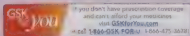
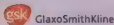
*Subject to eligibility. Restrictions apply.

†People ages 12 years and older taking ADVAIR DISKUS 100/50 experienced improvements in lung function and reductions in both asthma symptoms and fast-acting inhaler use, compared with people taking either fluticasone propionate 100 mcg or salmeterol 50 mcg (inhalation powders) alone. Your results may vary.

ADVAIR DISKUS 250/50 in clinically proven in COPD to significantly improve lung function (measured by a breathing test), compared with people taking either fluticasone propionate 250 mcg or salmeterol 50 mcg (inhalation powders) alone. Your results may vary.

Please see Brief Summary of Important Safety Information about ADVAIR DISKUS on next page.

You are encouraged to report negative side effects of prescription drugs to the FDA. Visit www.fda.gov/medwatch, or call 1-800-FDA-1088.



ADVAIR DISKUS® 250/50
(fluticasone propionate 250 mcg and salmeterol 50 mcg inhalation powder)

ADVAIR DISKUS® (fluticasone propionate and salmeterol inhalation powder)

BRIEF
SUMMARY

This summary does not take the place of talking to your healthcare provider about your medical condition or treatment. See full Prescribing Information for complete product information.

What is the most important information I should know about ADVAIR DISKUS?

ADVAIR DISKUS can cause serious side effects, including:

1. People with asthma who take long-acting beta₂-adrenergic agonist (LABA) medicines, such as salmeterol (one of the medicines in ADVAIR DISKUS), have an increased risk of death from asthma problems. It is not known whether fluticasone propionate, the other medicine in ADVAIR DISKUS, reduces the risk of death from asthma problems seen with salmeterol.
2. Call your healthcare provider if breathing problems worsen over time while using ADVAIR DISKUS. You may need different treatment.
3. Get emergency medical care if:
 - breathing problems worsen quickly and
 - you use your rescue inhaler medicine, but it does not relieve your breathing problems.
4. ADVAIR DISKUS should be used only if your healthcare provider decides that your asthma is not well controlled with a long-term asthma control medicine, such as inhaled corticosteroids.
5. When your asthma is well controlled, your healthcare provider may tell you to stop taking ADVAIR DISKUS. Your healthcare provider will decide if you can stop ADVAIR DISKUS without loss of asthma control. Your healthcare provider may prescribe a different asthma control medicine for you, such as an inhaled corticosteroid.
6. Children and adolescents who take LABA medicines may have an increased risk of being hospitalized for asthma problems.

What is ADVAIR DISKUS?

- ADVAIR DISKUS combines an inhaled corticosteroid medicine, fluticasone propionate (the same medicine found in FLOVENT®), and a LABA medicine, salmeterol (the same medicine found in SEREVENT®).
- Inhaled corticosteroids help to decrease inflammation in the lungs. Inflammation in the lungs can lead to asthma symptoms.
- LABA medicines are used in people with asthma and chronic obstructive pulmonary disease (COPD). LABA medicines help the muscles around the airways in your lungs stay relaxed to prevent symptoms, such as wheezing and shortness of breath. These symptoms can happen when the muscles around the airways tighten. This makes it hard to breathe. In severe cases, wheezing can stop your breathing and cause death if not treated right away.
- ADVAIR DISKUS is used for asthma and COPD as follows:

Asthma

ADVAIR DISKUS is used to control symptoms of asthma and to prevent symptoms such as wheezing in adults and children aged 4 years and older. ADVAIR DISKUS contains salmeterol (the same medicine found in SEREVENT®), LABA medicines, such as salmeterol, increase the risk of death from asthma problems. ADVAIR DISKUS is not for adults and children with asthma who are well controlled with an asthma control medicine, such as a low to medium dose of an inhaled corticosteroid medicine.

COPD

COPD is a chronic lung disease that includes chronic bronchitis, emphysema, or both. ADVAIR DISKUS 250/50 is used long term, 2 times each day to help improve lung function for better breathing in adults with COPD. ADVAIR DISKUS 250/50 has been shown to decrease the number of flare-ups and worsening of COPD symptoms (exacerbations).

Who should not use ADVAIR DISKUS?

- Do not use ADVAIR DISKUS:
 - to treat sudden, severe symptoms of asthma or COPD.

- if you have a severe allergy to milk proteins. Ask your doctor if you are not sure.

What should I tell my healthcare provider before using ADVAIR DISKUS?

Tell your healthcare provider about all of your health conditions, including if you:

- have heart problems
- have seizures
- have diabetes
- have osteoporosis
- have an immune system problem
- are pregnant or planning to become pregnant. It is not known if ADVAIR DISKUS may harm your unborn baby.
- are breastfeeding. It is not known if ADVAIR DISKUS passes into your milk and if it can harm your baby.
- are allergic to any of the ingredients in ADVAIR DISKUS, any other medicines, or food products
- are exposed to chickenpox or measles

Tell your healthcare provider about all the medicines you take including prescription and non-prescription medicines, vitamins, and herbal supplements. ADVAIR DISKUS and certain other medicines may interact with each other. This may cause serious side effects. Especially, tell your healthcare provider if you take ritonavir. The anti-HIV medicines NORVIR® (ritonavir capsules) Soft Gelatin, NORVIR (ritonavir oral solution), and KALETRA® (zidovudine/ritonavir) Tablets contain ritonavir.

Know the medicines you take. Keep a list and show it to your healthcare provider and pharmacist each time you get a new medicine.

How do I use ADVAIR DISKUS?

Do not use ADVAIR DISKUS unless your healthcare provider has taught you and you understand everything. Ask your healthcare provider or pharmacist if you have any questions.

- Children should use ADVAIR DISKUS with an adult's help, as instructed by the child's healthcare provider.
- Use ADVAIR DISKUS exactly as prescribed. Do not use ADVAIR DISKUS more often than prescribed. ADVAIR DISKUS comes in 3 strengths. Your healthcare provider has prescribed the one that is best for your condition.
- The usual dosage of ADVAIR DISKUS is 1 inhalation 2 times each day (morning and evening). The 2 doses should be about 12 hours apart. Rinse your mouth with water after using ADVAIR DISKUS.
- If you take more ADVAIR DISKUS than your doctor has prescribed, get medical help right away if you have any unusual symptoms, such as worsening shortness of breath, chest pain, increased heart rate, or slowness.
- If you miss a dose of ADVAIR DISKUS, just skip that dose. Take your next dose at your usual time. Do not take 2 doses at one time.
- Do not use a spacer device with ADVAIR DISKUS.
- Do not breathe into ADVAIR DISKUS.
- While you are using ADVAIR DISKUS 2 times each day, do not use other medicines that contain a LABA for any reason. Ask your healthcare provider or pharmacist if any of your other medicines are LABA medicines.
- Do not stop using ADVAIR DISKUS or other asthma medicines unless told to do so by your healthcare provider because your symptoms might get worse. Your healthcare provider will change your medicines as needed.
- ADVAIR DISKUS does not relieve sudden symptoms. Always have a rescue inhaler medicine with you to treat sudden symptoms. If you do not have an inhaled, short-acting bronchodilator, call your healthcare provider to have one prescribed for you.

Call your healthcare provider or get medical care right away if:

- your breathing problems worsen with ADVAIR DISKUS
- you need to use your rescue inhaler medicine more often than usual
- your rescue inhaler medicine does not work as well for you at relieving symptoms
- you need to use 4 or more inhalations of your rescue inhaler medicine for 2 or more days in a row

- you use 1 whole canister of your rescue inhaler medicine in 8 weeks' time
- your peak flow meter results decrease. Your healthcare provider will tell you the numbers that are right for you.
- you have asthma and your symptoms do not improve after using ADVAIR DISKUS regularly for 1 week

What are the possible side effects with ADVAIR DISKUS?

- ADVAIR DISKUS can cause serious side effects, including:
 - See "What is the most important information I should know about ADVAIR DISKUS?"
- serious allergic reactions. Call your healthcare provider or get emergency medical care if you get any of the following symptoms of a serious allergic reaction:
 - rash
 - hives
 - swelling of the face, mouth, and tongue
 - breathing problems
- sudden breathing problems immediately after inhaling your medicine
- effects on heart
 - increased blood pressure
 - a fast and irregular heartbeat
 - chest pain
- effects on nervous system
 - tremor
 - nervousness
- reduced adrenal function (may result in loss of energy)
- changes in blood (sugar, potassium, certain types of white blood cells)
- weakened immune system and a higher chance of infections
- lower bone mineral density. This may be a problem for people who already have a higher chance of low bone density (osteoporosis).
- eye problems including glaucoma and cataracts. You should have regular eye exams while using ADVAIR DISKUS.
- slowed growth in children. A child's growth should be checked often.
- pneumonia. People with COPD have a higher chance of getting pneumonia. ADVAIR DISKUS may increase the chance of getting pneumonia. Call your healthcare provider if you notice any of the following symptoms:
 - increase in mucus (sputum) production
 - change in mucus color
 - fever
 - chills
 - increased cough
 - increased breathing problems

Common side effects of ADVAIR DISKUS include:

Asthma:	COPD:
• upper respiratory tract infection	• thrush in the mouth and throat
• throat irritation	• throat irritation
• hoarseness and voice changes	• hoarseness and voice changes
• thrush in the mouth and throat	• viral respiratory infections
• bronchitis	• headache
• cough	• muscle and bone pain
• headache	
• nausea and vomiting	

In children with asthma, infections in the ear, nose, and throat are common.

Tell your healthcare provider about any side effect that bothers you or that does not go away.

These are not all the side effects with ADVAIR DISKUS. Ask your healthcare provider or pharmacist for more information.

Call your doctor for medical advice about side effects. You may report side effects to the FDA at 1-800-FDA-1088.

Ask your healthcare provider or pharmacist for additional information about ADVAIR DISKUS. You can also contact the company that makes ADVAIR DISKUS (lot free) at 1-888-825-5249 or at www.advaair.com.



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Indonesia, APEC and Beyond

Value creation in value addition

Sustained, inclusive economic growth and political plurality

Indonesia's transformation over the last decade and a half is a remarkable story. The Asian financial crisis of 1997-98 hit the country harder than any of its neighbors, but it also required this vast archipelago that is home to 242 million people to implement huge changes in short order. The long-standing government of General Suharto had begun a modernization program in the 1980s but fell in 1998 in the wake of the crisis. Rather than allowing their country to descend into chaos or break up, Indonesians pulled together, creating the conditions for sustained growth and development and, equally important, political plurality and decentralization.

Indonesia, a G-20 member, hosted the 2013 Asia-Pacific Economic Cooperation (APEC) summit in October under the theme "Resilient Asia-Pacific: Engine of Global Growth." The host nation has become "a trillion-dollar economy with a large middle class," says president Susilo Bambang Yudhoyono in an exclusive interview.

Elected in 2004, and entering his final year in office, president Yudhoyono says APEC has "reconfirmed balanced, sustainable and inclusive global growth"—echoing the growing influence of Indonesia, which the president says has "consolidated democracy and lifted millions of Indonesians out of poverty."

"Indonesia has progressed in many areas since independence: It is now blessed with most of the fundamentals for economic transformation. Political stability guarantees long-term investment, and we are rich in natural and human resources. The size of the domestic market is the main attraction for investors," adds the president.

To further leverage the country's potential, the president and his administration have launched the Master Plan for the Acceleration and Expansion of Indonesia's Economic Development 2011-2025, known as MP3EI. "It consists of eight programs: marine and fisheries agriculture, mining, energy, industry, tourism,



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telecommunications and development of strategic areas. The MP3EI offers a lot of opportunities for international investors," says president Yudhoyono.

Professor Firmanzah, the president's Special Adviser for Economic Affairs, and the former dean of the Faculty of Economics at the University of Indonesia, highlights the importance of the private sector in implementing MP3EI through investment, production and distribution. "The government is a regulator and facilitator, coordinating with ministries and regional governments. We are determined to further improve the investment climate in Indonesia," explains professor Firmanzah. Investment is the second-highest contributor to the Indonesian economy, representing about 30%.

Indonesia's sustained economic growth over the last two decades has been matched by the performance of companies like Saratoga Capital, the driving force behind some of the country's biggest ventures, with a diversified portfolio in consumer goods, infrastructure and energy.

Edwin Soeryadajaya, chairman of Saratoga Investama Sedaya, says that Indonesia needs to make more noise about its investment climate: "I am very optimistic and I believe there are a lot of opportunities here that can be capitalized on. In the next five to 10 years, growth will be even higher and business opportunities will multiply. Our hard work in the wake of 1998 has been rewarded." He also emphasizes the need for overseas companies to look for local partners: "I work with a lot of foreign institutions and advise them to adapt to the unique local conditions if they also want to achieve success."

Corporate social responsibility is an important part of Indonesia's business culture. Mr. Soeryadajaya supports the Eco Learning Camp Foundation, an educational program where children can learn about nature. Pastor Ferry Sutrisna Widjaja, the project's co-founder, says: "The children get



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to be outdoors in the forest, learning about conservation; we have also introduced extra programs like cultural conservation. Education is important in all countries, and there is a lot of opportunity for investment in the sector here. We see the need for science and technology education to be relevant to environmental sustainability."

OPPORTUNITIES AS THE BANKING SECTOR LIBERALIZES

Even before the current raft of reforms, Indonesia's banking sector was among the most open in ASEAN, thanks to free and open capital flows adopted since the 1970s. The sector was liberalized in October 1988, making it easier to establish new banks and rural banks, as well as facilitating access to foreign investment in the banking sector. Entry barriers to establish commercial banks were substantially lowered to allow foreign investors to launch joint-venture commercial banks.

Tony Turner, a British expat who became president director at Bank Ekonomi in 2010, two years after HSBC took control of the bank, says the sector is well regulated, if a little crowded: "The rules are clear, and this is a competitive sector. There are 120 banks and a need for consolidation."

Mr. Turner emphasizes the importance of Bank Ekonomi's positioning in a competitive environment: "Opening up branches is only one channel of distribution. We also continue to expand in terms of balance sheet. We just rolled out our Internet banking platform, which is a big step forward, particularly in this market. Bank Ekonomi's growth area is small- to medium-size corporates, a sector that is growing."

Although Indonesia experienced a severe banking crisis between 1997 and 1998, the banking sector remains attractive to foreign investors. In fact, the banking crisis was a major factor in opening Indonesia up to foreign investors. Indonesia now allows 99% foreign ownership.

The sleeping giant in Indonesian banking is in the retail niche, says Budi Gunadi Sadikin, the president director of Bank Mandiri, pointing out that just 15 million people have bank accounts. "The potential is huge," he explains. "Sixty percent of the population is aged between 17 to 55; we also have a fast-growing middle class of 45 million people that is set to triple over the next decade; and finally, our GDP per capita has just risen above \$3,600, which will trigger huge spending in consumer goods. I strongly believe that if we want to do something good for this country by increasing the financial inclusion for Indonesians we cannot do it alone, we have to do it together with other banks. The market is big enough for it." He also says the banking sector should capitalize on telecommunications infrastructure by using cellphones for banking purposes: "We strongly believe that if we could increase financial inclusion from 50 million to 100 million, then we could improve the GDP of this country, which would be extremely beneficial."

ASEAN is moving toward banking integration, a process that promises to bring economic benefits and financial stability to individual countries and the region through multilateral liberalization by 2015.



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"In the runup to the liberalization of Asia's economies in 2015, we need to be prepared for the foreign banks that will operate in Indonesia," says Jahja Setiaatmadja, president director and CEO of Bank Central Asia (BCA). "Indonesian banks need to consolidate their client base and plan well." The bank was hard hit by the 1997 crisis, but after government intervention it has regained its leading position. "Currently it is the state-owned banks and BCA and some domestic banks that dominate the market," he says. "This position, however, needs to be protected, mainly in the growing areas of Sumatra, Kalimantan, Sulawesi and Papua."

Yuan Bin, president director and CEO of Chinese-funded Bank ICBC Indonesia, highlights Indonesia's strong relationships with other Asian economies, particularly China: "China and Indonesia represent opportunity and change, and relations between them reflect this. Five years ago trade was \$15 billion; last year the figure was almost \$80 billion. We want to be the financial bridge

between the two countries. The Indonesian government wants to attract more investors; this is an attractive market to both Western and Eastern businesses."

Meanwhile, the Indonesian Stock Exchange (IDX) is on track to become the biggest stock exchange in Southeast Asia in terms of market capitalization and is expected to pass Singapore in 2015. Only brokers, such as Trimegah Securities, are able to trade in IDX. Trimegah went public in 2000, opening up the company to investors.

"The government and related institutions have been successful in attracting foreign investment to Indonesia. The current market capitalization is around \$400 billion, half of which belongs to international investors," says Trimegah's president director, Stephanus Turangan. "The money invested in the capital market is still insignificant compared to the current and future potential of Indonesia. The reason for this discrepancy is that there is a lack of knowledge about the Indonesian capital market. I want to educate investors about important aspects like risk management and recognizing opportunities."

UNLEASHING JAKARTA'S POTENTIAL
President Yudhoyono's drive to strengthen the country's institutions has been mirrored in Jakarta, a huge metropolis that is both the political and commercial capital. With 10 million residents, plus 2.5 million commuters who come in from the suburbs every day, running it is a gargantuan task.

A grassroots approach to politics has made Joko Widodo, the governor of Jakarta known as Jokowi, one of the most popular politicians in Indonesia today. A former businessman who believes in listening first-hand to the needs of Jakarta's population, he was mayor of the central Javanese city of Surakarta for seven years, turning the city into an example of what he calls "bottom-up" governance.

Since Jokowi took over the mayorship of Jakarta in late 2012, he and his administration have pushed ahead with huge programs to improve life in the capital. Construction of the Mass Rapid Transport system has finally begun after 24 years, along with free health care and education programs.

"Jakarta has huge potential and we plan to release it now. We are opening up to foreign investment, and there are many

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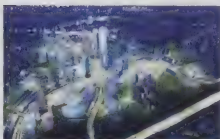
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VOICES OF LEADERS

AGUNG PODOMORO LAND

opportunities in infrastructure," says Jokowi. "We are open-minded; if investors have good ideas for our city and people, I will focus some personal time to vet a local partner for them. I want to partner investors with a good match. There is a huge demand in real estate: We have the world's fourth-largest population and there is mass urban migration. We have well-respected property developers in Jakarta who welcome foreign companies to share and exchange comparative advantages and technologies with."

Land prices have risen and property developers are finding a balance between serving the high-end vertical building needs and the underserved need for urban area development. Trihatma K. Haliman, president director and founder of property developer Agung Podomoro Land, started the business in the 1970s, offering affordable housing units. "In the early 1990s, the property sector underwent great changes," he says. "Jakarta was suffering from a shortage of land and a growing population. The government gave many incentives to build high-rises, which was a great opportunity for us."



Metland Addressing Indonesia's demand
west city for integrated metropolitan
districts, Metland West City in Jakarta welcomes
partners to maximize value there.
Email: corpsec@metropolitanland.com

Mr. Haliman explains his "fast turn" approach: "This is possible because we do not need a large piece of land. Land is expensive, primarily because of interest payments. Our business model is therefore based on the concept of fast turn. Even on a small area, you can build high-rises, which also maximizes your investment and optimizes the land use. I believe that this is a better business model than owning large areas of land, and it is the model on which our success is based."

Soegianto Nagaria, director of property company Summarecon Agung, says demand is very high for urban developments. "We know what the market needs," he says. "Our standards of housing provide good leisure facilities, green space and quality houses. Our motto is 'Wonderful Life. Wonderful World,' which implies safety and fulfilling the needs of the people living there. This includes facilities like schools, religious centers and shopping outlets. People like to live in our communities because we understand the importance of knowing your neighbor."

He highlights the capital's competitive property prices. "There is still room to grow, as long as it is done gradually and slowly, to avoid a property bubble," he explains. His family-owned company is developing urban areas for the new middle classes, as well as more upscale communities in the fast-growing suburbs of the capital. Mr. Nagaria dispels fears of a property boom overheating the economy, as happened in 1997: "The government has imposed a minimum 30% down payment, which ensures that buyers have the income to pay for their property. We have learned from the experiences of other economies and from the 1997 crisis."

ECO LEARNING CAMP FOUNDATION

Transforming the way we think about nature conservation

Eco Learning Camp Foundation is here to transform the way society addresses nature conservation. Founded in 2002, we are developing an educational program within 526 hectares of Indonesian state-owned forest known as Tahura Djuanda in Bandung, Java Island. The forest is developed to be The Centre of the World Heritage Tropical Forest Park, aided by Parahyanan Catholic University.

By introducing three pillars of focus in a youth education and development program, namely the integration of nature conservation, human culture and science education, **Eco Learning Camp Foundation** champions to shape the future of the earth towards a pollution-free climate where humans can live in harmony with nature, whilst continuing to enjoy the pleasures of modern society.

It all begins by educating our youth, the true leaders of tomorrow, within a modern and forward-thinking model; empowering them with the sense of a 'better' living environment. With your support and partnership, let's change the way we treat nature so that we can enjoy it forever!

We look forward to hearing from like-minded leaders around the world, for partnership opportunity and support, or just to learn a little more about us. We are all friends of nature



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Address: Kompleks TAHURA Ir. H. Djuanda / Jalan (Street) Ir. H. Djuanda 99, Dago Pakar / Bandung 40198, West Java
Phone: +62-8170-223277 or +62-811-223277 / Email: ecolearningcamp@gmail.com / Website: <http://ecolearningcamp.org>

"Indonesian people are very welcoming, and we are willing to cooperate and work together with foreigners," he continues. "We view collaboration as a win-win situation, in which we will gain knowledge or technical skills that we lack, while giving local partnership and local expertise to newcomers in the Indonesian market."

Family-run Paramount Group also highlights the importance of international partnership. "Indonesians are eager to integrate foreign technologies," says Eddy Sindoro, president and CEO. "Property demand easily outstrips supply. You will find that there are only a few competitors here, especially if you look outside Jakarta. Foreign partnership is therefore welcome, but you need to understand our culture. People in Indonesia are very polite, and they find it very difficult to say no, so if you bring commitment and integrity, it is possible to build long-term relationships here. Now is the right time; we should keep the momentum going."

Paramount Group has developed townships such as Paramount Serpong, an independent suburban extension of Jakarta, but Mr. Sindoro advises investors to look beyond the capital of Indonesia: "If you consider Paramount Group, we also manage mining in Papua, so we are preparing to build properties in that area. We are building a presence as well in Surabaya, Jogjakarta and Solo... anywhere we feel that we can add value to Indonesia's prosperity and create the same for our customers."



AQUATEC Aquatec develops customized aquaculture equipment for local use and export, with products ranging from high-quality fish cages to floating apartments. www.aquatec.co.id

Ir. Nanda Widya, president director of Metropolitan Land, a property company listed on the Jakarta Stock Exchange, explains why he is looking for international partners for its developments outside the capital: "It is important to understand the growth patterns in Indonesia: Twenty-five million Indonesians are concentrated in the five biggest cities, but about 60% of Indonesian turnover comes from Jakarta. Our business is concentrated now in areas like Tangerang, Bekasi and Bogor. It would be very interesting for investors or property companies from the West to get involved in our projects. Jakarta and the Greater Jakarta Area is without a doubt a safe investment, and it would be a really good first step for a Western company to join us and our other partners."

The opportunities in Indonesia have attracted regional investors: Ronnie T.S. Tan, president director and CEO of Acset Indonesia, is a Singaporean businessman who since 1995 has worked on some of the most modern buildings in Jakarta.

Acset Indonesia went public this year. "With our IPO," says Mr. Tan, "we are aiming to attract investment for equipment, human resources and support for our core business." Tan advises other overseas investors to first get to know Indonesia before seeking a local partner: "It is very important to build relationships; you need trust. Here it is perhaps less important to only focus on legal matters but better to find collaborative solutions. Indonesia provides good human capital, and my approach has been to localize the company, train the local staff and make good use of Indonesian resources."

Meanwhile, Indonesia's fast-growing middle class is driving demand for shopping malls, which are increasingly offering international luxury brands. Irwan Danny Muserry, president and CEO of Time International, a leading retail business in luxury products, says: "Indonesians are very knowledgeable about brands; they know the products and they do research about it. Indonesians enjoy shopping, and they consider it a lifestyle and actually dress up for it, something that does not happen in other countries. Indonesians are eager to spend, and potential for luxury products exists not only in Jakarta but also across the archipelago. We are taking advantage of the growth in consumer spending by bringing international brands, while giving foreigners an exceptional shopping experience at the same time."

VALUE ADDITION: THE KEY TO GROWTH AND JOBS

The Indonesian government has begun a strategy to extract more value from the country's natural resources, and from next year on, exports of some unprocessed minerals will be prohibited, requiring mining firms to build or subcontract smelters.

Leading the way in adding value to minerals is the Bintangdelapan Group, a joint venture between a local company and a Chinese company, represented by Hamid Mina, its president director. "We can boost value addition by partnering with foreign entities, allowing us to improve on technical aspects of our operations," he says. "We have invited investors to participate with us and we have support from the government because of the value we are bringing to Indonesia."

PT SULAWESI MINING INVESTMENT Pursuing Value Creation in Mineral Resources



Indonesia's Constitution (Art. 33/3) states natural

resources 'shall be used to the greatest benefit of the people'. Accordingly, Law No. 4 / 2009 bans exporting unprocessed mineral ores by January 2014 and the Energy and Mineral Resources (ESDM) Ministry issued a decree entailing smelting plants to encourage value-added products and employment. In support, PT Sulawesi Mining Investment (SMI) is building a 300,000-tpa ferronickel smelting plant in Central Sulawesi Province. SMI is a Joint Venture between Chinese stainless steel industry leader,

Top 500 Tsingshan Group of Companies, and Bintangdelapan Group, a highly dynamic Indonesian business group with businesses in oil and gas related manufacturing and equipment services, nickel mining, chemical and wood processing, and swaggers a 47,000-hectare nickel concession providing raw materials to SMI. Creating value far beyond the boardroom, SMI estimates annual tax contributions of US\$ 40 million and an additional manpower complement of 5,000 mostly Indonesian employees.



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PARKLAND SUMMARECON SERPONG

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With the commitment of manifesting our slogan "Wonderful Life, Wonderful World", Summarecon is one of Indonesia's leading property companies.

summarecon
kelapa gading

SUMMARECON
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BEKASI

PT Summarecon Agung, Tbk. | Indonesia
www.summarecon.com



This vast archipelago has undergone a transformation and is now a trillion-dollar economy.

Susilo Siswoutomo, vice minister of Energy and Mineral Resources, reminds investors of the government's four principles: "Be pro-growth; be pro-job creation; be pro-poor—invest in regions with high poverty levels in order to even out the gap between the poor and the rich; and finally, be pro-environment. We understand that we cannot explore our natural resources alone—we need investors, whether they are international or local."

Aside from its vast minerals wealth, Indonesia is one of the world's largest fish producers. The country has tremendous potential to be a bigger seafood player by adding value to its seafood products, says Sharif C. Soetardjo, minister of Marine Affairs and Fisheries: "Value addition is what our sector needs to develop. There is huge potential for frozen foods and health care products. We think that foreign investors can add value to our resources while creating wealth."

Sekar Bumi, a family-run company that produces and processes a range of seafood products such as frozen shrimp and fish sticks, is one of the few Indonesian factories approved and rated by the U.S. Food and Drug Administration. Harry Lukmito, president director, says that there has been a notable shift toward value addition in the sector: "In the past we exported unrefined products, so value addition took place in a foreign market. Nowadays we deliver a diverse range of

finished seafood products that we distribute directly to the retail market. To maintain our competitive edge, we have attained international certifications to promote Indonesian products internationally. Moreover, the minister supports the industrialization of fishery products, so we are receiving a strong backing to improve the fisheries sector."

Aquatec is another example of value addition in the maritime sector. This family-owned company started out in textiles and over the last five years has started manufacturing modern aquaculture facilities for use in freshwater and seawater. It also makes highly buoyant fishing boats, as well as lightweight floating houses and buoys for aquaculture farms.

"The oceans are already being overfished; investors should focus on aquaculture. The orders we receive for our aquaculture products are growing: 2011 saw turnover of \$10 million. We have been investing heavily in new equipment, and we are looking for new technology to optimize the opportunity of Indonesia's large coastline," says Budiprawira Sunadim, Aquatec's president director.

With an eye to boosting food exports, the Indonesian government is now playing a bigger role in overseeing food manufacturing processes to make sure they meet international standards, says Maudy Ratna Winata, president of Ikafood Putramas, a company

that over the last three decades has built a reputation for its extensive range of specialized ingredients and essential sauces formulated on traditional Indonesian recipes.

"The food industry in Indonesia is multifaceted, very segmented, and we have products that fit into each range," says Mrs. Winata. "We are open to foreign partnerships to help us achieve our vision of being the leading brand in traditional sauces and taking that brand to the world."

The world's largest archipelago offers multiple maritime opportunities, but infrastructure and connectivity are Indonesia's major challenges. Samudera Indonesia, which provides integrated cargo and transportation services, caters to domestic and international needs through long-term partnerships. "Our main customers are foreign companies looking for quality shipping services. We are leveraging Samudera's regional network and compete with integrated services to develop our business. Although this is a competitive sector, the prospects for Indonesian shipping are huge," states Masli Mulia, the company's president director.

Thanks to continued reforms, the prospects for the Indonesian economy overall are better than ever, and the country is attracting growing investment from the United States, Europe and China. There is talk once more of an economy in Asia on the rise, and the Boston Consulting Group predicts that more than half of Indonesia's population will qualify as middle class by 2020.

With an economy that continues to perform well amid an unprecedented global economic downturn, Indonesia's growth is an enviable 6%-plus, the currency is stable, trade and investment are increasing, and living standards are rising among a growing workforce.

Indonesia's remarkable story continues. This is a country that has learned to pull together, has harnessed its resources and, through policies designed to facilitate inward investment, is now poised to play its role in the Asian century. ■



A CUSTOM CONTENT REPORT PRODUCED BY

the correspondent

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excellent facilities, security, safety,
amenity, and healthy and sustainable
community. We are committed to
provide the best quality of life for
our residents. We are committed to
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3 HOURS
EVERY SINGLE DAY
FOR A SIP OF
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3 hours. For women and children in Africa that's how long it takes to fetch water. 3 hours they can't go to school, earn a living or take care of their families. Help us change this. Visit **Water.org/time**.

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(Pass it on.)



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Visit tpl.org today and preserve the gift of parks for generations to come.

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TRUST
for
PUBLIC
LAND



THE YEAR IN MAYORS' GAFFES

A ROAD TO POLITICAL FURGATORY.
FROM BAD TO WORST

START

THOMAS MENINO Boston

Said in October that he hoped his Red Sox would win the "World Series Cup"—an award that doesn't exist.



LINDA THOMPSON Harrisburg, Pa.

Vowed in March to crack down on illegal waste dumping by "some scumbag" in nearby Perry County. She later apologized to the county's officials and citizens.



ANA BOTELLA Madrid

Jumbled several answers during a September press conference about her city's bid for the 2020 Olympics. The speech—and her struggle with English—was panned by local media, and the Games ultimately went to Tokyo.



TORU HASHIMOTO Osaka, Japan

Said in May that the some 200,000 women who were forced to become prostitutes for Japanese soldiers during World War II—called comfort women—were "necessary" to help soldiers relax. The remark was widely condemned.



BARRY LAYNE MOORE Hampton, Fla.

Arrested in November on charges of possessing and selling oxycodone. "This isn't Toronto," said Bradford County Sheriff Gordon Smith. "We will not tolerate illegal drug activity in my jurisdiction by ... our elected officials."



ERIAS LUKWAGO Kampala, Uganda

Removed from office in November after being accused in May of disobeying administrative directives, inciting the public against paying taxes and more. A judge reinstated him days later; the government will appeal the ruling.



MICHAEL APPLEBAUM Montreal

The interim successor of Gerald Tremblay—who quit amid corruption allegations—was arrested in June and charged with defrauding the government, abuse of confidence, corruption and more (from before he took office). He stepped down.



MIKHAIL STOLYAROV Astrakhan, Russia

Arrested in November for allegedly extorting a large bribe from a local businessman and ordered to be held in pretrial detention until January 2014.



BOB FILNER San Diego

The political veteran resigned in August amid allegations of sexual harassment from at least 17 women. After initially dismissing all the claims, he eventually pleaded guilty to three. He is now temporarily barred from holding public office.



ROB FORD Toronto

Admitted buying illegal drugs and smoking crack cocaine. He was also accused of sexual harassment and stripped of crucial mayoral powers. Yet Ford—now a global punch line—refuses to resign. "I do want to run for Prime Minister," he said in November.





Your smoke alarm shouldn't chirp you awake.



Nest Protect: Smoke + Carbon Monoxide™

Safety shouldn't be annoying, so Nest tells you the batteries are low long before you hear a chirp.

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[Best Buy](#)

[Home Depot](#)

[nest.com](#)

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THE YEAR IN MAKE- BELIEVE

THE MOST INFLUENTIAL
ONSCREEN CHARACTERS

BRIAN GRIFFIN
a.k.a. the
talking dog who
was killed off on
Family Guy
■ A Change
.org petition to
resurrect him has
notched more
than 126,000
signatures
since Dec. 3



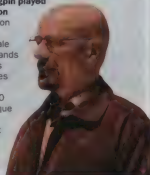
RON BURGUNDY
a.k.a. the comically inept anchorman
played by Will Ferrell
■ Starred in a series of Web-only Dodge ads
that helped rev up monthly sales by 59% in October
■ Co-anchored a real-life news broadcast
in Bismarck, N.D.



SOPHIA BURSET
a.k.a. the transgender inmate (and hairstylist)
played by Laverne Cox
■ Helped *Orange Is
the New Black*
dominate the pop-
culture zeitgeist
■ Paved way for
transgender roles
on TV; in her wake,
Showtime and El
Canada have
greenlighted shows
starring transgender
people



WALTER WHITE
a.k.a. the chemistry teacher
turned moth kingpin played
by Bryan Cranston
■ Drew 10.3 million
viewers to the
Breaking Bad finale
■ Sparked thousands
of online debates
about the nuances
of morality
■ Raised \$17,000
for the Albuquerque
homeless, via
a "funeral" event
staged by fans



**MICHAEL DE SANTA, FRANKLIN CLINTON
AND TREVOR PHILIPS**
a.k.a. the playable characters
of *Grand Theft Auto V*
■ Drove GTA to a record-setting
\$1 billion gross
during its
first three days
on the market
■ Revived
the debate
about whether
games like
GTA can
cause real-life
violence



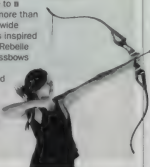
FRANK UNDERWOOD
a.k.a. the calculating Congresswoman
played by Kevin Spacey
■ Built *House of Cards*
into a bona fide hit
series for Netflix
■ Landed Spacey the
first ever Emmy
nomination for an
Internet role
■ Fueled Netflix
stock's
meteoric
rise



BURKA AVENGER
a.k.a. the crime-fighting alter ego of Jinn,
a schoolteacher, on the Pakistani animated
series *Burka Avenger*
■ She's the first female
Pakistani superhero
■ She's designed to be
a role model—fighting
corrupt politicians,
using books and
pens as weapons
■ The Urdu-language
series is in talks to go
global, broadcasting
in 18 languages
in 60 countries



KATNISS EVERDEEN
a.k.a. the heroine of the *Hunger Games*
franchise, played by Jennifer Lawrence
■ Led *Catching Fire* to a
box-office haul of more than
\$600 million worldwide
■ Her hunting skills inspired
Nerf to release the Rebelle
line of guns and crossbows
for girls
■ Her looks inspired
a line of workout
clothes, Lucas
Hugh: Capitol
Label, as well as a
makeup line from
CoverGirl

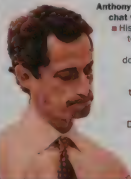


TONY STARK
a.k.a. Iron Man, played
by Robert Downey Jr.
■ Powered Iron Man 3
to a global gross of
\$1.2 billion, more than
any other movie this year
■ Inspired the JARVIS
app, a Siri-like bot—
named after Stark's
robo-concierge—
that uses control
via voice
commands



OLIVIA POPE
a.k.a. the D.C.
crisis manager
played by Kerry
Washington
■ Lured 10.5 million
viewers to the
Scandal season 3
premiere
■ The wine glasses
she uses during the
show sold out at
Crate & Barrel this
year, as did her
\$2,600 white
Burberry trench coat

CARLOS DANGER
a.k.a. the alias
Anthony Weiner created to
chat with women online
■ His lewd messages—
to Sydney Leathers,
among others—
dominated headlines
for weeks
■ He basically
torpedoed Weiner's
shot at winning
New York City's
Democratic mayoral
primary



Canon

EOS 70D



Dual Pixel CMOS AF

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PIXELS
CMOS

DIGIC
5+

FULL HD
1080

ISO
12800
6400

70D
Frames
Per Sec

Game-Changer
19AF

Wi-Fi
ClearView II

Wi-Fi
CERTIFIED

Intelligent
Viewfinder

Vari-angle LCD

[illegible]

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That's right. Just about any phone can be a Straight Talk Wireless phone. It's as easy as switching out a SIM card. You can keep your phone and number and network but still cut your phone bill in half. Without the long-term contract. All with 4G LTE nationwide coverage on America's largest and most dependable networks.*

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**SAME PHONES,
SAME NETWORKS
HALF THE COST.**

Available at
Walmart

[illegible]

FEB. 4 An **Oreo** ad—tagline: “You can still dunk in the dark”—is posted to Facebook and Twitter within minutes of the Super Bowl blackout; it gets more buzz than all the \$1 million-plus commercials on TV.



APRIL 15–17 Reddit users misidentifies several Boston bombing suspects; two wind up on the cover of the *New York Post*.

APRIL 23 Hackers tweet from @AP to report explosions in the White House, causing a brief stock-market crash.

AUG. 28 ABC Family's *Pretty Little Liars* season finale becomes the most talked-about scripted episode in Twitter history, with 1,973,416 tweets.

SEPT. 12 Twitter announces that it's filing for an IPO via—what else?—a tweet: “We’ve confidentially submitted an S-1 to the SEC.”

NOV. 6 Facebook redesigns its Like button, removing the signature thumbs-up.

NOV. 15 President Obama posts a Vine about #Batkid, the 5-year-old leukemia patient (real name: Miles Scott) who spent a day stopping crime in Gotham City (real name: San Francisco), thanks to the Make-a-Wish Foundation.



#LOL
#LOL

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FEB. 13 Marco Rubio's awkward water sip during the State of the Union rebuttal inspires this Facebook post from Poland Spring. Caption: “Reflecting on our cameo. What a night!”



MAY 1 Taco Bell uses Snapchat to reintroduce its Beefy Crunch Burrito.

MAY 2 Warren Buffett's first tweet: “Warren is in the house.”

AUG. 7 Gossip sites freak out after Beyoncé posts a pixie-cut photo on Instagram.

AUG. 14 Prince's first selfie.



OCT. 2 @RonanFarrow, son of actress Mia, addresses the rumors about his paternity: “Listen, we’re all *possibly* Frank Sinatra’s son.”

OCT. 8 The Nobel Committee live-tweets its failed efforts to notify recipients: “Peter Higgs was not reached by Royal Swedish Academy of Sciences yet, e-mail sent.”

EARLY JANUARY #Horsemeat starts trending on Twitter after it's discovered in myriad European food products.

JULY 8 Amanda Bynes tweets that Barack and Michelle Obama (among others) are “ugly”; she's later admitted to a mental-health facility.

JULY 9 A Twitter user outs J.K. Rowling as the author of *The Cuckoo's Calling*.



SEPT. 5 @KennethCole uses the Syrian conflict to sell shoes: “Boots on the ground” or not, let's not forget about sandals, pumps and loafers.”

SEPT. 16 Hundreds of users post racist tweets after Nina Davuluri, an Indian American, is crowned Miss America; “I have to rise above that,” she said later.



NOV. 13 Snapchat reportedly turns down a \$3 billion acquisition offer from Facebook.

NOV. 22 Maria Kang, a.k.a. Fit Mom, gets temporarily barred from Facebook after criticizing the fat-acceptance movement.


#FTM
#WTF

#WTF
#FTM

#WTF
#FTM

THE YEAR IN SOCIAL MEDIA

THE BEST AND WORST TRENDING STORIES



**Now's the time to get a 30-tablet
FREE TRIAL OF CIALIS for daily use.**

Only CIALIS for daily use treats both erectile dysfunction (ED) and the symptoms of benign prostatic hyperplasia (BPH). Symptoms of BPH can include the need to go frequently or urgently.

What Is The Most Important Information I Should Know About CIALIS?

Do not take CIALIS if you:

- **take medicines called "nitrates"** such as isosorbide dinitrate or isosorbide mononitrate, which are often prescribed for chest pain as the combination may cause an unsafe drop in blood pressure; or use recreational drugs called "poppers" like amyl nitrite and butyl nitrite
- **are allergic to CIALIS or ADCIRCA® (tadalafil), or any of its ingredients.** Call your healthcare provider or get help right away if you experience any symptoms of an allergic reaction, such as **rash, hives, swelling of the lips, tongue or throat, or difficulty breathing or swallowing**

After taking a single tablet, some of the active ingredient of CIALIS remains in your body for more than 2 days. The active ingredient can remain longer if you have problems with your kidneys or liver, or you are taking certain other medications.

Stop sexual activity and get medical help right away if you get symptoms such as chest pain, dizziness, or nausea during sex. Sexual activity can put an extra strain on your heart, especially if it is already weak from a heart attack or heart disease.

What Should I Tell My Healthcare Provider Before Taking CIALIS?

CIALIS is not right for everyone. Only your healthcare provider and you can decide if CIALIS is right for you. Ask your healthcare provider if your heart is healthy enough for you to have sexual activity. Do not take CIALIS if your healthcare provider has told you not to have sexual activity because of your health problems. Before taking CIALIS, tell your healthcare provider about all your medical problems, particularly if you have or ever had:

- **heart problems** such as chest pain (angina), heart failure, irregular heartbeats, or heart attack
- **uncontrolled high or low blood pressure**
- **stroke**
- **liver or kidney problems or require dialysis**
- **retinitis pigmentosa**, a rare genetic (runs in families) eye disease
- **severe vision loss, including a condition called NAION**
- **stomach ulcers or a bleeding problem**
- **a deformed penis shape or Peyronie's disease**
- **an erection that lasted more than 4 hours**
- **blood cell problems** such as sickle cell anemia, multiple myeloma, or leukemia

Please see additional Important Safety Information on next page and the brief summary of patient information on last pages of ad.

Ask your healthcare provider about CIALIS for daily use, approved to treat men with ED (2.5 mg or 5 mg¹) and also approved to treat men with both ED and the signs and symptoms of BPH (5 mg). CIALIS is not for women or children. Do not take CIALIS more than one time each day. Do not take CIALIS if you take medicines called nitrates, as the combination may cause a sudden unsafe drop in blood pressure.

CIALIS for daily use helps you be ready anytime the moment is right.¹ With CIALIS for daily use, you can be more confident in your ability to be ready.

¹The recommended starting dose of CIALIS for daily use for the treatment of ED is 2.5 mg.

GET YOUR FREE TRIAL OF CIALIS

Men with ED or men with both ED+BPH can get a free trial of CIALIS for daily use with our 30-day, 30-tablet Free Trial offer. Or, men with ED can try 3 tablets of 36-hour CIALIS¹ for use as needed (10 mg or 20 mg) for free, since CIALIS for use as needed is also approved to treat ED (5 mg, 10 mg, 20 mg). Talk to your healthcare provider and try CIALIS for a month to see if it's right for you. To receive your free trial, tear out the attached voucher and take it to an accredited US-based pharmacy along with a prescription from your healthcare provider.

30-TABLET FREE TRIAL VOUCHER FOR CIALIS[®] (tadalafil) 2.5 mg OR 5 mg

Or valid as a 3-Tablet Free Trial voucher for CIALIS 10 mg or 20 mg



TO REDEEM THIS VOUCHER:



TEAR

Tear out this CIALIS
FREE TRIAL voucher.



DOCTOR

See your doctor to find out
if CIALIS is right for you and
to get a valid prescription.



PHARMACY

If prescribed CIALIS, take
your prescription and this
voucher to your pharmacist.

For more information go to cialis.com.

Lilly

What Are The Possible Side Effects Of CIALIS?

The most common side effects with CIALIS are: headache, indigestion, back pain, muscle aches, flushing, and stuffy or runny nose. These side effects usually go away after a few hours. Men who get back pain and muscle aches usually get it 12 to 24 hours after taking CIALIS. Back pain and muscle aches usually go away within 2 days. Call your healthcare provider if you get any side effect that bothers you or one that does not go away.

See brief summary of patient information on the next pages.

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FOR PHARMACY USE:

This voucher is being provided to you by Lilly USA, LLC, for one free trial of CIALIS® (tadalafil) tablets. This voucher is valid in the US and Puerto Rico for residents of the US and Puerto Rico. This offer may be terminated by Lilly USA, LLC, at any time.

Valid for: 30 tablets of CIALIS 2.5 mg or 5 mg or 3 tablets of CIALIS 10 mg or 20 mg,
as prescribed by your healthcare provider.

Limit: One free trial of CIALIS per patient per 12-month period across all CIALIS programs.

Prescriber: Provide your patient with a new prescription for CIALIS.

Patient: Redeem at local retail pharmacy.

Pharmacist: By accepting this offer, you certify that you understand and agree to comply with the offer terms set forth herein. Submit claim to OPTUMRx. For assistance, call 1-800-510-4836. Processor requires Valid Prescriber ID #, Patient Name, and DOB for claim adjudication.

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Please see additional Important Safety Information on next page and the brief summary of patient information on last pages of ad.

Ask your healthcare provider about CIALIS for daily use, approved to treat men with ED (2.5 mg or 5 mg*) and also approved to treat men with both ED and the signs and symptoms of BPH (5 mg). CIALIS is not for women or children. Do not take CIALIS more than one time each day. Do not take CIALIS if you take medicines called nitrates, as the combination may cause a sudden unsafe drop in blood pressure.

CIALIS for daily use helps you be ready anytime the moment is right.† With CIALIS for daily use, you can be more confident in your ability to be ready.

*The recommended starting dose of CIALIS for daily use for the treatment of ED is 2.5 mg.

GET YOUR FREE TRIAL OF CIALIS

Men with ED or men with both ED+BPH can get a free trial of CIALIS for daily use with our 30-day, 30-tablet Free Trial offer. Or, men with ED can try 3 tablets of 36-hour CIALIS** for use as needed (10 mg or 20 mg) for free, since CIALIS for use as needed is also approved to treat ED (5 mg, 10 mg, 20 mg). Talk to your healthcare provider and try CIALIS for a month to see if it's right for you. To receive your free trial, tear out the attached voucher and take it to an accredited US-based pharmacy along with a prescription from your healthcare provider.

OUR PROMISE

If you try CIALIS using our Free Trial voucher and you and your healthcare provider decide it's not the right ED treatment for you, we promise to pay for another CIALIS option or 3 tablets of another prescription ED medication of your choice, as prescribed by your healthcare provider.

Please note that we can only offer to pay for an alternative treatment option for your ED, as there is no other single medication approved to treat both ED and the symptoms of BPH. If you are taking CIALIS for daily use to treat only your BPH symptoms, you are not eligible for a second trial of an alternative ED treatment.

Tear out your attached FREE TRIAL voucher or download one at cialis.com.
For more information visit cialis.com or call 1-877-4-CIALIS (1-877-424-2547).

*Individual results may vary. Not studied for multiple attempts per dose.

**In clinical trials, 36-hour CIALIS taken as needed was shown to improve, up to 36 hours after dosing, the ability of men with ED to have a single successful intercourse attempt.

Can Other Medicines Affect CIALIS?

Tell your healthcare provider about all the medicines you take, especially:

- medicines called "nitrates" which are often prescribed for chest pain
- alpha-blockers often prescribed for prostate problems
- blood pressure medications
- medicines for HIV or some types of oral antifungal medications
- some types of antibiotics such as clarithromycin, telithromycin, erythromycin (several brand names exist, please contact your healthcare provider to determine if you are taking this medicine)
- other medicines or treatments for erectile dysfunction (ED)
- CIALIS is also marketed as ADCIRCA for the treatment of pulmonary arterial hypertension. Do not take both CIALIS and ADCIRCA. Do not take sildenafil citrate (Revatio®) with CIALIS.

What Should I Avoid While Taking CIALIS?

- Do not use other ED medicines or ED treatments.
- Do not drink too much alcohol (for example, 5 glasses of wine or 5 shots of whiskey). Drinking too much alcohol can increase your chances of getting a headache or getting dizzy, increasing your heart rate, or lowering your blood pressure.

What Are The Possible Side Effects Of CIALIS?

The most common side effects with CIALIS are: headache, indigestion, back pain, muscle aches, flushing, and stuffy or runny nose. These side effects usually go away after a few hours. Men who get back pain and muscle aches usually get it 12 to 24 hours after taking CIALIS. Back pain and muscle aches usually go away within 2 days. Call your healthcare provider if you get any side effect that bothers you or one that does not go away.

Uncommon but serious side effects include:

An erection that won't go away: If you get an erection lasting more than 4 hours, seek immediate medical help to avoid long-term injury.

In rare instances, men taking prescription ED tablets, including CIALIS, reported a sudden decrease or loss of vision or hearing (sometimes with ringing in the ears and dizziness). It's not possible to determine if these events are related directly to the ED tablets or to other factors. If you have a sudden decrease or loss of vision or hearing, stop taking any ED tablet, including CIALIS and call a healthcare provider right away.

You are encouraged to report negative side effects of prescription drugs to the FDA. Visit www.fda.gov/medwatch or call 1-800-FDA-1088.

CIALIS does not:

Cure ED, increase a man's sexual desire, protect a man or his partner from sexually transmitted diseases, including HIV or serve as a male form of birth control.

CIALIS is available by prescription only.

For additional information, talk to your healthcare provider and see the brief summary of patient information on the next pages.

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Important Information for Patients CIALIS (see-AL-iss) (tadalafil) tablets

Read this important information before you start taking CIALIS and each time you get a refill. There may be new information. You may also find it helpful to share this information with your partner. This information does not take the place of talking with your healthcare provider. You and your healthcare provider should talk about CIALIS when you start taking it and at regular checkups. If you do not understand the information, or have questions, talk with your healthcare provider or pharmacist.

What is the Most Important Information I Should Know About CIALIS?

- Do not take CIALIS if you take medicines containing nitrates or recreational drugs (like amyl nitrite or butyl nitrite "poppers"), as the combination may cause a sudden unsafe drop in blood pressure. You could get dizzy, faint, or have a heart attack or stroke. Nitrates are found in many prescription medicines commonly used to treat chest pain such as nitroglycerin, isosorbide dinitrate, or isosorbide mononitrate.
- Tell all of your healthcare providers that you take CIALIS. If you need emergency medical care for a heart problem, it is important for your healthcare provider to know when you last took CIALIS.
- After taking a single tablet, some of the active ingredient of CIALIS remains in your body for more than 2 days. The active ingredient can remain longer if you have problems with your kidneys or liver, or you are taking certain other medications.
- If you get symptoms such as chest pain, dizziness, or nausea during sex when taking CIALIS, stop sexual activity and get medical help right away.

What Is CIALIS?

CIALIS is a prescription medicine taken by mouth for the treatment of:

- men with erectile dysfunction (ED)
- men with symptoms of benign prostatic hyperplasia (BPH)
- men with both ED and BPH

CIALIS for the Treatment of ED

ED is a condition where the penis does not fill with enough blood for a man to get or keep an erection. CIALIS helps increase blood flow to the penis and may help men with ED get and keep an erection satisfactory for sexual activity. Once a man has completed sexual activity, blood flow to his penis decreases, and his erection goes away. Some form of sexual stimulation is needed for an erection to happen with CIALIS.

CIALIS does not:

- cure ED or increase a man's sexual desire
- protect a man or his partner from sexually transmitted diseases, including HIV
- serve as a male form of birth control

CIALIS is only for men over the age of 18, including men with diabetes or who have undergone prostatectomy.

CIALIS for the Treatment of Symptoms of BPH

BPH is a condition that happens in men, where the prostate gland enlarges which can cause urinary symptoms.

CIALIS for the Treatment of ED and Symptoms of BPH

ED and symptoms of BPH may happen in the same person at the same time. Men with both ED and symptoms of BPH may take CIALIS for the treatment of both conditions.

CIALIS is not for women or children.

CIALIS must be used only under a healthcare provider's care.

Who Should Not Take CIALIS?

Do not take CIALIS if you:

- take any medicines called nitrates or use recreational drugs called "poppers" such as amyl nitrite and butyl nitrite

- are allergic to CIALIS or ADCIRCA® (tadalafil) or any of its ingredients. Call your healthcare provider or get help right away if you experience any symptoms of an allergic reaction, such as rash, hives, swelling of the lips, tongue or throat, or difficulty breathing or swallowing

What Should I Tell My Healthcare Provider Before Taking CIALIS?

CIALIS is not right for everyone. Only your healthcare provider and you can decide if CIALIS is right for you. Before taking CIALIS, tell your healthcare provider about all your medical problems, including if you have or ever had:

- heart problems such as chest pain, heart failure, irregular heartbeats, heart attack, or stroke. Do not take CIALIS if your healthcare provider has told you not to have sexual activity because of your health problems.
- uncontrolled high or low blood pressure
- liver or kidney problems or require dialysis
- retinitis pigmentosa, a rare genetic eye disease
- severe vision loss, or a condition called NAION
- stomach ulcers or a bleeding problem
- deformed penis shape or Peyronie's disease
- an erection that lasted more than 4 hours
- blood cell problems such as sickle cell anemia, multiple myeloma, or leukemia

Can Other Medicines Affect CIALIS?

CIALIS and other medicines may affect each other. Always check with your healthcare provider before starting or stopping any medicines. Tell your healthcare provider about all the medicines you take including prescription and non-prescription medicines, especially:

- medicines called nitrates
- medicines called alpha-blockers, sometimes prescribed for prostate problems or high blood pressure. If CIALIS is taken with certain alpha-blockers, your blood pressure could suddenly drop. You could get dizzy or faint.
- other medicines to treat high blood pressure (hypertension)
- medicines called HIV protease inhibitors
- some types of oral antifungals
- some types of antibiotics such as clarithromycin, telithromycin, erythromycin (several brand names exist, please consult your healthcare provider to determine if you are taking this medicine)
- other medicines or treatments for ED
- CIALIS is also marketed as ADCIRCA for the treatment of pulmonary arterial hypertension. Do not take both CIALIS and ADCIRCA. Do not take sildenafil citrate (Revatio®) with CIALIS.

How Should I Take CIALIS?

Take CIALIS exactly as your healthcare provider prescribes it. He or she will prescribe the dose that is right for you and may adjust your dose, depending on how your body reacts to CIALIS. Some men can only take a low dose of CIALIS or may have to take it less often, because of medical conditions or medicines they take. CIALIS may be taken with or without meals.

For symptoms of BPH, CIALIS is taken once daily.

- Take 1 CIALIS tablet every day at about the same time of day.
- If you miss a dose, take it when you remember, but do not take CIALIS more than once each day.

For ED, there are 2 ways to take CIALIS – either for use as needed OR for use once daily.

CIALIS for use as needed:

- Do not take CIALIS more than once each day.
- Take 1 CIALIS tablet before you expect to have sexual activity.

OR

CIALIS for once daily use is a lower dose you take every day:

- Take 1 CIALIS tablet every day at about the same time of day. You may attempt sexual activity any time between doses.
- If you miss a dose, take it when you remember, but do not take CIALIS more than once each day.

For both ED and symptoms of BPH, CIALIS is taken once daily.

- Take 1 CIALIS tablet every day at about the same time of day. You may attempt sexual activity any time between doses.
- If you miss a dose, take it when you remember, but do not take CIALIS more than once each day.

What Should I Avoid While Taking CIALIS?

- Do not use other ED medicines or ED treatments.
- Do not drink too much alcohol (for example, 5 glasses of wine or 5 shots of whiskey), as it can increase your chances of getting a headache or getting dizzy, increasing your heart rate, or lowering your blood pressure.

What Are the Possible Side Effects of CIALIS?

The most common side effects with CIALIS are headache, indigestion, back pain, muscle aches, flushing, and stuffy or runny nose. These side effects usually go away after a few hours.

Men who get back pain and muscle aches usually get them 12 to 24 hours after taking CIALIS. Back pain and muscle aches usually go away within 2 days.

Uncommon side effects include:

- Erection that won't go away. If you experience an erection lasting more than 4 hours, seek medical help right away to avoid permanent damage.
- Color vision changes, such as seeing a blue tinge or having difficulty telling the difference between the colors blue and green.
- The following events have been reported in men taking oral ED medicines, including CIALIS: (1) sudden decrease or loss of vision in one or both eyes; (2) sudden loss or decrease in hearing, sometimes with ringing in the ears and dizziness. It is not possible to determine whether these events are related directly to the medicines, other health conditions, or to a combination of these. If you experience a sudden decrease or loss in vision or hearing, stop taking CIALIS and call a healthcare provider right away.

These are not all the possible side effects of CIALIS. For more information, ask your healthcare provider or pharmacist.

You are encouraged to report negative side effects of prescription drugs to the FDA.

Visit www.fda.gov/medwatch, or call 1-800-FDA-1088.

Still have questions?

This is only a summary of important information. Talk to your doctor or pharmacist for more complete information or visit www.cialis.com, or call 1-877-CIALIS1 (1-877-242-5471).

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Revision Date October 2011

Lilly

Marketed by: Lilly USA, LLC
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Find additional information at www.cialis.com

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CIALIS® (tadalafil) tablets

PV 5227 AMP

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THE PRAGMATIST

FINAL IN A SERIES CELEBRATING PLANNING
AND FINANCIAL PRAGMATISMANNA MARIA CHÁVEZ
CEO, Girl Scouts of the USAAN INVESTMENT
IN THE FUTURE

SOME PEOPLE SPEND THEIR DAYS thinking about how to get ahead in life. Then there are those, like Anna Maria Chávez, who focus on helping others move forward.

The CEO of Girl Scouts of the USA recalls as a little girl being awakened late at night by conversations her parents would have at the kitchen table with neighbors. "When people received a letter from the federal government or other agency, my parents would explain to them what it meant," Chávez says. "Growing up, there was an emphasis on working toward solutions that could benefit as many people as possible."

It's no surprise, then, that public service has been a cornerstone of Chávez's life. After earning an undergraduate degree from Yale and a law degree from the University of Arizona, she spent nearly a decade in federal government, including positions at the Small Business Administration and the Federal Highway Administration. Chávez's time in government, coupled with her training as a lawyer, instilled the importance of deliberate and long-term decision-making. "I'm very passionate about the work I do, but I'm also a data-driven attorney and that's what I use to make decisions," she says. "I want

to know what's happening today and the long-term implications for anything I undertake."

She has put that approach to good use since taking over the top spot at the Girl Scouts in 2011. The 101-year-old organization, with 2.3 million scouts and 890,000 adult volunteers, was facing challenges. Among the most urgent were declining enrollment and the need to stay relevant to a generation of young women with so many more options than ever before.

Trusting her belief in her deliberate, data-driven decision-making, Chávez turned to an organizational design firm. They got input from more than 12,000 people, inside and outside the Girl Scouts. "If we were going to position ourselves as the premier leadership organization for girls for the next 100 years, we needed to know what to focus on," she says.

What emerged was the decision to build a technology platform within the Girl Scouts to better reach out to current members and alumnae. Chávez says the feedback also revealed how important it was to train and reward volunteers in order to minimize turnover. "Both of these issues have been the major focus of our organization since I started," she says.

Chávez is also convinced the organization can play a vital role in leadership development for girls. "When someone thinks about the Girl Scouts, I want them to see it as an investment in their daughter or granddaughter," she says. Chávez points to recent studies done by the Girl Scouts showing that women who participated in the organization as young girls grow up to have higher levels of education, make, on average, \$12,000 more a year in salary, and vote more often than non-alumnae. "I want people to see the return on investment for their involvement and how they're helping to shape future leaders," she says.

Although she heads an organization that has been part of the lives of 59 million American women, Chávez still relies on the values instilled in her many years ago.

"Whenever I've had the opportunity to do something significant, I'm always reminded of the quote 'To whom much is given, much is expected,'" she says. "That's how I try to live my life."

—SUSAN CAMINITTI

MOTTO

CARPI DIEM. YOU ONLY
GET ONE LIFETIME TO MAKE
A DIFFERENCE FOR OTHERS.
START TODAY

HERO

MY HUSBAND AND PARENTS.
THEY ARE KIND AND SO GIVING
TO OTHERS

KEY TO SUCCESS

LEAD OTHERS
AS YOU WOULD LIKE
TO BE LED

RETIREMENT IS JUST AROUND THE CORNER. AND IT'S REALLY HARD TO SEE AROUND CORNERS.

Here's the curious thing about retirement. Given its enormous size, it has the surprising ability to sneak up on people. One minute, it's 25 years down the road. The next, you've reached the corner of "Now what?" and "Where to?" and you're left facing complexities and questions you've never faced before. Like: will I have the resources to do the things I want to do? Will I outlive my money? And, will my son's art history degree cause him to move back home? However, such bafflement can be avoided with the help of a Raymond James advisor. By taking the time to understand your individual circumstances, they can carefully customize a plan based solely on your specific retirement goals. Our rigorously disciplined, long-term approach to financial planning means



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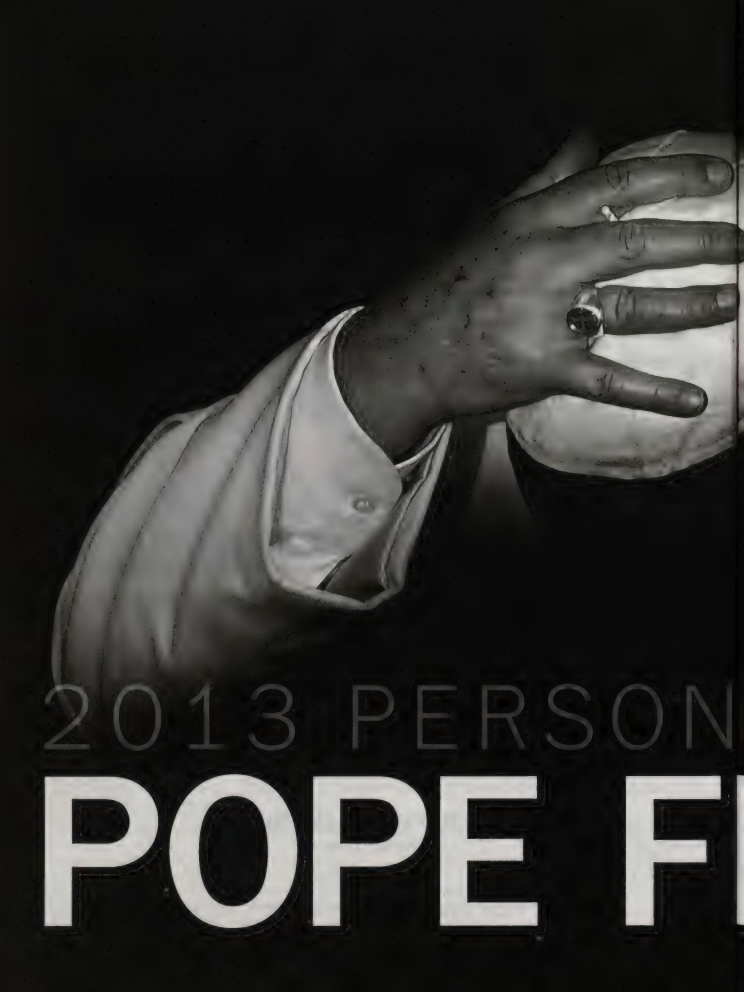
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OF THE YEAR
RANCIS

THE CHOICE

BY NANCY GIBBS

ONCE THERE WAS A BOY SO MEEK AND MODEST, he was awarded a Most Humble badge. The next day, it was taken away because he wore it. Here endeth the lesson.

How do you practice humility from the most exalted throne on earth? Rarely has a new player on the world stage captured so much attention so quickly—young and old, faithful and cynical—as has Pope Francis. In his nine months in office, he has placed himself at the very center of the central conversations of our time: about wealth and poverty, fairness and justice, transparency, modernity, globalization, the role of women, the nature of marriage, the temptations of power.

At a time when the limits of leadership are being tested in so many places, along comes a man with no army or weapons, no kingdom beyond a tight fist of land in the middle of Rome but with the immense wealth and weight of history behind him, to throw down a challenge. The world is getting smaller; individual voices are getting louder; technology is turning virtue viral, so his pulpit is visible to the ends of the earth. When he kisses the face of a disfigured man or washes the feet of a Muslim woman, the image resonates far beyond the boundaries of the Catholic Church.

The skeptics will point to the obstacles Francis faces in accomplishing much of anything beyond making casual believers feel better about the softer tone coming out of Rome while feeling free to ignore the harder substance. The Catholic Church is one of the oldest, largest and richest institutions on earth, with a following 1.2 billion strong, and change does not come naturally. At its best it inspires and instructs, helps and heals and calls the faithful to heed their better angels.

But it has been weakened worldwide by scandal, corruption, a shortage of priests and a challenge, especially across the fertile mission fields of the southern hemisphere, from evangelical and Pentecostal rivals. In some quarters, core teachings on divorce and contraception are widely ignored and orthodoxy derided as obsolete. Vatican bureaucrats and clergy stand accused of infighting, graft, blackmail and an obsession with “small-minded rules,” as Francis puts it, rather than the vast possibilities of grace. Don’t just preach; listen, he says. Don’t scold; heal.

And yet in less than a year, he has done something remarkable: he has not changed the words, but he’s changed the music. Tone and temperament matter in a church built on the substance of symbols—bread and wine, body and blood—so it is a mistake to dismiss any Pope’s symbolic choices as gestures empty of the force of law. He released his first exhortation, an attack on “the idolatry of money,” just as Americans were contemplating the day set aside for gratitude and whether to spend it at the mall. This is a man with a sense of timing. He lives not in the papal palace surrounded by courtiers but in a spare hostel surrounded by priests. He prays all the time, even while waiting for the dentist. He has retired the papal Mercedes in favor of a scuffed-up Ford Focus. No red shoes, no gilded cross, just an iron one around his neck. When he rejects the pomp and the privilege, releases information on Vatican finances for the first time, reprimands a profligate German Archbishop, cold-calls strangers in distress, offers to baptize the baby of a divorced woman whose married lover wanted her to abort it, he is doing more than modeling mercy and transparency. He

is embracing complexity and acknowledging the risk that a church obsessed with its own rights and righteousness could inflict more wounds than it heals. Asked why he seems uninterested in waging a culture war, he refers to the battlefield. The church is a field hospital, he says. Our first duty is to tend to the wounded. You don't ask a bleeding man about his cholesterol level.

This focus on compassion, along with a general aura of merriment not always associated with princes of the church, has made Francis something of a rock star. More than 3 million people turned out to see him on Copacabana Beach in Rio de Janeiro last summer, the crowds in St. Peter's Square are ecstatic, and the souvenirs are selling fast. Francesco is the most popular male baby name in Italy.

Churches report a "Francis effect" of lapsed Catholics returning to Mass and confession, though anecdotes are no substitute for hard evidence, and surveys of U.S. Catholics, at least, see little change in practice thus far. But the fascination with Francis even outside his flock gives him an opportunity that his predecessor, Benedict XVI, never had—to magnify the message of the church and its power to do great good.

The giddy embrace of the secular press makes Francis suspect among traditionalists who fear he buys popularity at the price of a watered-down faith. He has deftly leveraged the media's fascination to draw attention to everything from his prayers for peace in Syria to his pointed attack on trickle-down economics, which inspired Jesse Jackson to compare him to Martin Luther King Jr. and Rush Limbaugh to wonder whether he's a Marxist. When you are a media celebrity, every word you speak is dissected, as are those you choose not to speak. Why has he not said more about the priest sex-abuse scandal? ask victims' advocates. (Just this month, he set up a commission to address the abuse of children by priests.) Why does he not talk more about the sanctity of life? ask conservatives, who note that in his exhortation, abortion is mentioned once, mercy 32 times. Francis both affirms traditional teachings

on sexuality and warns that the church has become distracted by them. He attacks priests who won't baptize children born out of wedlock for their "rigorous and hypocritical neo-clericalism." He declares that God "has redeemed all of us ... not just Catholics. Everyone, even atheists." He posed with environmental activists holding an antifracking T-shirt and called on politicians and business leaders to be "protectors of creation."

None of which makes him a liberal—he also says the all-male priesthood is not subject to debate, nor is abortion, nor is the definition of marriage. But his focus on the poor and the fact that

the world's poorest 50% control barely 1% of its wealth unsettles those who defend capitalism as the most successful antipoverty program in history. You could argue that

he is Teddy Roosevelt protecting capitalism from its own excesses or he is simply saying what Popes before him have said, that Jesus calls us to care for the least among us—only he's saying it in a way that people seem to be hearing differently. And that may be especially important coming from the first Pope from the New World. A century ago, two-thirds of Catholics lived in Europe; now fewer than a quarter do, and how he is heard in countries where being gay is a crime and educating women for leadership roles is a heresy may have the power to transform cultures in which Catholicism is a growing, even potentially liberating force.

These days it is bracing to hear a leader say anything that annoys anyone. Now liberals and conservatives alike face a choice as they listen to a new voice of conscience: Which matters more, that this charismatic leader is saying things they think need to be said or that he is also saying things they'd rather not hear?

The heart is a strong muscle; he's proposing a rigorous exercise plan. And in a very short time, a vast, global, ecumenical audience has shown a hunger to follow him. For pulling the papacy out of the palace and into the streets, for committing the world's largest church to confronting its deepest needs and for balancing judgment with mercy, Pope Francis is TIME's 2013 Person of the Year. ■

THE PEOPLE

BY HOWARD CHUA-EOA



LE'S POPE

N AND ELIZABETH DIAS







ON THE EDGE OF BUENOS AIRES IS A NOTHING LITTLE STREET CALLED

Pasaje C, a shot of dried mud leading into a slum from what passes for a main road, the garbage-strewn Mariano Acosta. There is a church, the Immaculate Virgin, toward the end of the *pasaje*—Spanish for passage—where, on one occasion, the local priest and a number of frightened residents took refuge deep in the sanctuary when rival drug gangs opened fire. Beyond the church, Pasaje C branches into the rest of the parish: more rutted mud and cracked concrete from Pasajes A to K. Brick chips from the hasty construction of squatter housing coagulate along what ought to be sidewalks. The word *asesino*—murderer—is scrawled in spray-paint on the sooty wall of a burned-out house, which was torched just days before in retaliation for yet another shooting. Packs of dogs sprawl beneath wrecked cars. Children wander heedless of traffic, because nothing can gather speed on these jagged roads. But even Pasaje C can lead to Rome.

As Cardinal and Archbishop of Buenos Aires, a metropolis of some 13.5 million souls, Jorge Mario Bergoglio made room in his schedule every year for

MASS APPEAL THOUSANDS TURN OUT IN
ROME TO GREET FRANCIS DURING HIS
BIWEEKLY AUDIENCES



a pastoral visit to this place of squalor and sorrow. He would walk to the subway station nearest to the Metropolitan Cathedral, whose pillars and dome fit easily into the center of Argentine power. Traveling alone, he would transfer onto a graffiti-blasted tram to Mariano Acosta, reaching where the subways do not go. He finished the journey on foot, moving heavily in his bulky black orthopedic shoes along Pasaje C. On other days, there were other journeys to barrios throughout the city—so many in need of so much, but none too poor or too filthy for a visit from this itinerant prince of the church. *Reza por mí*, he asked almost everyone he met. Pray for me.

When, on March 13, Bergoglio inherited the throne of St. Peter—keeper of the keys to the kingdom of heaven—he made the same request of the world. Pray for me. His letter of retirement, a requirement of all bishops 75 and older, was already on file in a Vatican office, awaiting approval. Friends in Argentina had perceived him to be slow-

TRANSFORMING
THE SPLENDOR
FRANCIS ENVISIONS
A CHURCH THAT IS
PASTORAL AND FOR
THE POOR

ing down, like a spent force. In an instant, he was a new man, calling himself Francis after the humble saint from Assisi. As Pope, he was suddenly the sovereign of Vatican City and head of an institution so sprawling—with about enough followers to populate China—so steeped in order, so snarled by bureaucracy, so vast in its charity, so weighted by its scandals, so polarizing to those who study its teachings, so mysterious to those who don't, that the gap between him and the daily miseries of the world's poor might finally have seemed unbridgeable. Until the 266th Supreme Pontiff walked off in those clunky shoes to pay his hotel bill.

The papacy is mysterious and magical: it turns a septuagenarian into a superstar while revealing almost nothing about the man himself. And it raises hopes in every corner of the world—hopes that can never be fulfilled, for they are irreconcilable. The elderly traditionalist who pines for the old Latin Mass and the devout young woman who wishes she could be a priest both have hopes. The

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ambitious monsignor in the Vatican Curia and the evangelizing deacon in a remote Filipino village both have hopes. No Pope can make them all happy at once.

But what makes this Pope so important is the speed with which he has captured the imaginations of millions who had given up on hoping for the church at all. People weary of the endless parsing of sexual ethics, the buck-passing infighting over lines of authority when all the while (to borrow from Milton), "the hungry Sheep look up, and are not fed." In a matter of months, Francis has elevated the healing mission of the church—the church as servant and comforter of hurting people in an often harsh world—above the doctrinal police work so important to his recent predecessors. John Paul II and Benedict XVI were professors of theology. Francis is a former janitor, nightclub bouncer, chemical technician and literature teacher.

And behind his self-effacing facade, he is a very canny operator. He makes masterly use of 21st century tools to perform his 1st century office. He is photographed washing the feet of female convicts, posing for selfies with young visitors to the Vatican, embracing a man with a deformed face. He is quoted saying of women who consider abortion because of poverty or rape, "Who can remain unmoved before such painful situations?" Of gay people: "If a homosexual person is of good will and is in search of God, I am no one to judge." To divorced and remarried Catholics who are, by rule, forbidden from taking Communion, he says that this crucial rite "is not a prize for the perfect but a powerful medicine and nourishment for the weak."

Through these conscious and skillful evocations of moments in the ministry of Jesus, as recounted in the Gospels, this new Pope may have found a way out of the 20th century culture wars, which have left the church moribund in much of Western Europe and on the defensive from Dublin to Los Angeles. But the paradox of the papacy is that each new man's success is burdened by the astonishing successes of Popes past. The weight of history, of doctrines and dogmas woven intricately century by century, genius by genius, is both the source and the limitation of papal power. It radiates from every statue, crypt and hand-painted vellum text in Rome—and in churches, libraries, hospitals, universities and museums around the globe. A Pope sets his own course only if he can conform it to paths already chosen.

And so Francis signals great change while giving the same answers to the uncomfortable questions. On the question of female priests: "We need to work harder to develop a profound theology of

the woman." Which means: no. No to abortion, because an individual life begins at conception. No to gay marriage, because the male-female bond is established by God. "The teaching of the church... is clear," he has said, "and I am a son of the church, but"—and here he adds his prayer for himself—"it is not necessary to talk about those issues all the time."

If that prayer should be answered, if somehow by his own vivid example Francis could bring the church into a new relationship with its critics and dissidents—agreeing to disagree about issues that divide them while cooperating in the urgent mission of spreading mercy—he might unleash untold good. "Argue less, accomplish more" could be a healing motto for our times. We have a glut of problems to tackle. Francis says by example, Stop bickering and roll up your sleeves. Don't let the perfect be the enemy of the good—an important thing for the world to hear, especially from a man who holds an office deemed infallible.

FRANCIS ON ... WOMEN

Ordination for women is not on the table, but Francis wants women to have a stronger role in church decisionmaking. His career has been shaped by women: his grandmother formed his faith, he credits a nun nurse with saving his life when he suffered a lung disease, and his favorite spiritual examples include Augustine's mother Monica and St. Thérèse of Lisieux.

CHOICE WORDS

"It is necessary to broaden the opportunities for a stronger presence of women in the church... The feminine genius is needed wherever we make important decisions."

—Francis, in an interview with *Civiltà Cattolica*

A CHANGING PAPACY

THIS PAPACY BEGINS WITH A NAME. JORGE BERGOGLIO is the first Pope to choose as his namesake Francis of Assisi, the 13th century patron saint of the poor. The choice, coming after 14 Clements, 16 Benedicts and 21 Johns, is clearly and pointedly personal. The 13th century Francis turned to the ministry when, as legend has it, he heard a voice calling to him from a crucifix to repair God's house. He left his prosperous silk merchant family to live with the poor. He was a peacemaker, the first Catholic leader to travel to Egypt to try to end the Crusades. He placed mercy at the core of his life.

From that name follows much of Francis' agenda. While the Catholic Church envisioned by Benedict XVI was one of tightly calibrated spiritual prescriptions, Francis told Father Antonio Spadaro, editor of the Jesuit magazine *Civiltà Cattolica*, in an interview published at the end of September, that he sees "the church as a field hospital after battle." His vision is of a pastoral—not a doctrinaire—church, and that will shift the Holy See's energies away from demanding long-distance homage and toward ministry to and embrace of the poor, the spiritually broken and the lonely. He expanded on this idea in a 288-section apostolic exhortation called "Evangelii Gaudium," or "The Joy of the Gospel." "I prefer a Church which is bruised, hurting and dirty because it has been out on the streets, rather than a Church which is unhealthy from being confined and from clinging to its own security," he wrote. He made it clear that he does not just want talk—he wants actual transformation.

He has halted the habit of granting priests the honorific title of monsignor as a way to stem careerism in the ranks and put the focus instead on pastoring. He told a gathering of his diplomats that he wanted them to identify candidates for bishop in their home countries who are, he said, "gentle, patient and merciful, animated by inner poverty, the freedom of the Lord and also by outward simplicity and austerity of life." To Francis, poverty isn't simply about charity; it's also about justice. The church, by extension, should not reflect Rome; it should mirror the poor.

Which helps explain why he has turned the once obscure Vatican Almoner, an agency that has been around for about 800 years and is often reserved for an aging Catholic diplomat, over to the dynamic 50-year-old Polish Archbishop Konrad Krajewski and told him to make it the Holy See's new front porch. "You can sell your desk," Francis told Krajewski. "You don't need it. You need to get out of the Vatican. Don't wait for people to come ringing. You need to go out and look for the poor." The Archbishop hands out small amounts to the needy, including a recent gift of 1,600 phone cards to immigrant survivors of a capsized boat so they could call family back in Eritrea. Francis often gives Krajewski stacks of letters with his instructions to help the people who have written to him and asked for aid. In what sounds like a necessary precaution, the Vatican recently issued a denial after Krajewski hinted that Francis himself sometimes slips out of the Vatican dressed as an ordinary priest to hand out alms.

Francis also moved early to tame the mess that is the Vatican Bank, an institution even U.S. Treasury officials privately say is corrupted. Soon after he was elected, he named a special commission to investigate the bank, which in turn handed the matter off to an independent firm for an audit. Francis also issued initiatives to counter money laundering and increase the monitoring of the Vatican's finances. In October, the bank disclosed an annual report for the first time in its 125-year history.

And if personnel is policy, Francis has been particularly busy, shaking up the Curia with his preference for new faces over old ones. In a move that signifies he means business, he tossed Benedict's Secretary of State, Tarcisio Bertone, and named ambassador to Venezuela Archbishop Pietro Parolin, the youngest man to hold the post since Eugenio Pacelli, who went on to become Pope Pius XII in 1939.

In April, Francis tapped a boarding party of eight like-minded bishops from around the

ROAD TO ROME

THE ARGENTINIAN PATRIOTY THE CHURCH WAS FLEXIBLE ITERS AND JAPAN



BURGOS AMES BOYHOOD THE FUTURE POPE (IN WHITE WAITER'S OUTFIT) AT A SCHOOL PLAY; STANDING, WITH HIS YOUNGER BROTHER OSCAR



A PRIEST'S RISE BERGOGLIO, AS A SEMINARIAN IN 1966, WOULD BE A DIVISIVE JESUIT LEADER; JOHN PAUL II MADE HIM A CARDINAL IN 2001



BLESSED ARE THE MEAT AFTER HE WAS ELECTED PONTIFF, FRANCIS RETURNED TO HIS HOTEL TO PAY HIS OWN BILL

Extended-release SEROQUEL XR is approved to treat episodes of bipolar disorder — mania (highs), mixed (highs and lows), and depression (lows).

Important Safety Information

Elderly patients with dementia-related psychosis (for example, an inability to perform daily activities as a result of increased memory loss) treated with this type of medicine are at an increased risk of death. SEROQUEL XR is not approved for treating these patients.

Antidepressants have increased the risk of suicidal thoughts and actions in some children, teenagers, and young adults. Patients of all ages starting treatment should be watched closely for worsening of depression, suicidal thoughts or actions, unusual changes in behavior, agitation, and irritability. Patients, families, and caregivers should pay close attention to any changes, especially sudden changes, in mood, behaviors, thoughts, or feelings. This is very important when an antidepressant medicine is started or when the dose is changed. These symptoms should be reported immediately to the doctor. SEROQUEL XR is not approved for children under the age of 10 years.

- Do not take SEROQUEL XR if you are allergic to quetiapine fumarate or any of the ingredients in SEROQUEL XR.
- Stroke that can lead to death can happen in elderly people with dementia who take medicines like SEROQUEL XR.
- Stop SEROQUEL XR and call your doctor right away if you have some or all of the following: high fever, excessive sweating, stiff muscles, confusion, changes in pulse, heart rate, and blood pressure. These may be symptoms of a rare, but very serious and potentially fatal, side effect called neuroleptic malignant syndrome (NMS).
- If you have diabetes or risk factors such as obesity or a family history of diabetes, your doctor should check your blood sugar before you start taking SEROQUEL XR and also during therapy. If you develop symptoms of high blood sugar or diabetes, such as excessive thirst or hunger, increased urination, or weakness, contact your doctor. Complications from diabetes can be serious and even life threatening.

- Increases in triglycerides and in LDL (bad) cholesterol and decreases in HDL (good) cholesterol have been reported with SEROQUEL XR. Your doctor should check your cholesterol levels before you start SEROQUEL XR and during therapy.
- Weight gain has been reported with SEROQUEL XR. Your doctor should check your weight regularly.
- Tell your doctor about any movements you cannot control in your face, tongue, or other body parts, as they may be signs of a serious condition called tardive dyskinesia (TD). TD may not go away, even if you stop taking SEROQUEL XR. TD may also start after you stop taking SEROQUEL XR.
- Tell your doctor if you have a history of low white blood cell count or seizures. Your doctor should check for cataracts. Other risks include feeling dizzy or lightheaded upon standing, decreases in white blood cells (which can be fatal), drowsiness and trouble swallowing.
- Use caution before driving or operating machinery, until you know that you can do so safely. Do not drink alcohol while taking SEROQUEL XR.
- The most common side effects are drowsiness, dry mouth, constipation, dizziness, increased appetite, upset stomach, weight gain, fatigue, disturbance in speech and language, and stuffy nose.

This is not a complete summary of safety information about prescription SEROQUEL XR.

Please read Important Product Information, including Boxed WARNINGS, on adjacent pages and discuss with your doctor.

You are encouraged to report negative side effects of prescription drugs to the FDA. Visit www.fda.gov/medwatch or call 1-800-FDA-1088.

If you're without prescription coverage and can't afford your medication, AstraZeneca may be able to help. For more information, please visit AstraZeneca-us.com.

“There's a space between my manic highs and depressive lows. It's where I feel like me. That's where I want to be.”


finding
my
Senter

SEROQUEL XR is proven effective to treat the manic highs and depressive lows of bipolar disorder. SEROQUEL XR is a once-daily extended-release tablet, which means medication is released around the clock.

Ask your doctor about prescription SEROQUEL XR for help finding your center.

Learn more at SEROQUELXR.com

1-800-4-SEROQUEL

 **SEROQUEL XR**
quetiapine fumarate
extended-release tablets

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IMPORTANT INFORMATION ABOUT SEROQUEL XR (SER-oh-kwell)

Please read this summary carefully before you start taking SEROQUEL XR and each time you get a refill. There may be new information.

No advertisement can provide all the information needed to determine if a drug is right for you or take the place of careful discussions with your health care provider. Only your health care provider has the training to weigh the risks and benefits of a prescription drug.

What is the most important information I should know about SEROQUEL XR?

Serious side effects may happen when you take SEROQUEL XR, including:

- Risk of death in the elderly with dementia: Medicines like SEROQUEL XR can increase the risk of death in elderly people who have memory loss (dementia). SEROQUEL XR is not approved for treating psychosis in the elderly with dementia.
- Risk of suicidal thoughts or actions: Antidepressant medicines, depression and other serious mental illnesses, and suicidal thoughts or actions:
 1. Talk to your, or your family member's, health care provider about:
 - all risks and benefits of treatment with antidepressant medicines
 - all treatment choices for depression or other serious mental illness
 2. Antidepressant medicines may increase suicidal thoughts or actions in some children, teenagers, and young adults within the first few months of treatment.
 3. Depression and other serious mental illnesses are the most important causes of suicidal thoughts and actions. Some people may have a particularly high risk of having suicidal thoughts or actions. These include people who have (or have a family history of) depression, bipolar illness (also called manic-depressive illness), or suicidal thoughts or actions.
 4. Know if you watch for or try to prevent suicidal thoughts and actions in yourself or a family member?
 - Pay close attention to any changes, especially sudden changes, in mood, behaviors, thoughts, or feelings. This is very important when an antidepressant medicine is started or when the dose is changed.
 - Call the health care provider right away to report new or sudden changes in mood, behaviors, thoughts, or feelings.
 - Keep all follow-up visits with the health care provider as scheduled. Call the health care provider between visits as needed, especially if you have concerns about symptoms.

Call a health care provider right away if you or your family member has any of the following symptoms, especially if they are new, worse, or worry you:

- thoughts about suicide or dying
- attempts to commit suicide
- new or worse depression
- new or worse anxiety
- feeling very agitated or restless
- panic attacks
- trouble sleeping (insomnia)
- new or worse irritability
- acting aggressive, being angry, or violent
- acting on dangerous impulses
- an extreme increase in activity and talking (mania)
- other unusual changes in behavior or mood

What else do I need to know about antidepressant medicines?

- Never stop an antidepressant medicine without first talking to your health care provider. Stopping an antidepressant medicine suddenly can cause other symptoms.
- Antidepressants are medicines used to treat depression and other illnesses. It is important to discuss all the risks of treating depression and also the risks of not treating it. Patients and their families or other caregivers should discuss all treatment choices with the health care provider, not just the use of antidepressants.
- Antidepressant medicines have other side effects. Talk to the health care provider about the side effects of the medicine prescribed for you or your family member.
- Antidepressant medicines can interact with other medicines. Know all of the medicines that you or your family member take. Keep a list of all medicines to show the health care provider. Do not start new medicines without first checking with your health care provider.
- Not all antidepressant medicines prescribed for children are FDA approved for use in children. Talk to your child's health care provider for more information.

What is SEROQUEL XR?

SEROQUEL XR is a prescription medicine used to treat bipolar disorder in adults, including

- manic episodes associated with bipolar disorder alone or with lithium or divalproex
- depressive episodes associated with bipolar disorder
- long-term treatment of bipolar I disorder with lithium or divalproex
- manic episodes associated with bipolar I disorder in children ages 10 to 17 years old

It is not known if SEROQUEL XR is safe and effective in children under 10 years of age.

Who should not take SEROQUEL XR?

Do not take SEROQUEL XR if you are allergic to quetiapine fumarate or any of the ingredients in SEROQUEL XR. See the end of this summary for a complete list of ingredients in SEROQUEL XR.

What should I tell my health care provider before taking SEROQUEL XR?

Before taking SEROQUEL XR, tell your health care provider if you have or have had

- diabetes or high blood sugar in you or your family; your health care provider should check your blood sugar before you start SEROQUEL XR and also during therapy
- high levels of total cholesterol, triglycerides or LDL-cholesterol or low levels of HDL-cholesterol
- low or high blood pressure
- low white blood cell count
- cataracts
- seizures
- abnormal thyroid tests
- high protein levels
- heart problems
- liver problems
- any other medical condition
- pregnancy or plans to become pregnant. It is not known if SEROQUEL XR will harm your unborn baby
- breast-feeding or plans to breast-feed. SEROQUEL XR can pass into your breast milk. You and your health care provider should decide if you will take SEROQUEL XR or breast-feed. You should not do both

Tell the health care provider about all the medicines that you take or recently have taken including prescription medicines, over-the-counter medicines, herbal supplements and vitamins.

SEROQUEL XR and other medicines may affect each other causing serious side effects. SEROQUEL XR may affect the way other medicines work, and other medicines may affect how SEROQUEL XR works. Especially tell your health care provider if you take or plan to take medicines for:

- depression
- Parkinson's disease
- abnormal heart beats or rhythm
- phenytoin, divalproex or carbamazepine (for epilepsy)
- barbiturates (to help you sleep)
- rifampin (for tuberculosis)
- glucocorticoids (steroids for inflammation)
- thioridazine (an antipsychotic)
- ketoconazole, fluconazole or itraconazole (for fungal infections)
- erythromycin (an antibiotic)
- protease inhibitors (for HIV)

This is not a complete list of medicines that can affect or be affected by SEROQUEL XR. Your doctor can tell you if it is safe to take SEROQUEL XR with your other medicines. Do not start or stop any medicines while taking SEROQUEL XR without talking to your health care provider first. Know the medicines you take. Keep a list of your medicines to show your health care provider and pharmacist when you get a new medicine.

Tell your health care provider if you are having a urine drug screen because SEROQUEL XR may affect your test results. Tell those giving the test that you are taking SEROQUEL XR.

For more information about SEROQUEL XR, visit www.SEROQUELXR.com or call 1-800-236-9933.

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quetiapine fumarate
extended-release tablets
50, 150, 200, 300 & 400 mg

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How should I take SEROQUEL XR?

- Take SEROQUEL XR exactly as your health care provider tells you to take it. Do not change the dose yourself.
- Take SEROQUEL XR by mouth, with a light meal or without food.
- SEROQUEL XR should be swallowed whole and not split, chewed or crushed.
- If you feel you need to stop SEROQUEL XR, talk with your health care provider first.

If you suddenly stop taking SEROQUEL XR, you may experience side effects such as trouble sleeping or trouble staying asleep (insomnia), nausea, and vomiting.

- If you miss a dose, take it as soon as you remember. If it is close to the next dose, skip the missed dose. Just take the next dose at your regular time. Do not take 2 doses at the same time unless your health care provider tells you to. If you are not sure about your dosing, call your health care provider.
- If you take too much SEROQUEL XR, call your health care provider or poison control center at 1-800-222-1222 right away or go to the nearest hospital emergency room.

What should I avoid while taking SEROQUEL XR?

Do not drive, operate machinery, or do other dangerous activities until you know how SEROQUEL XR affects you. SEROQUEL XR may make you drowsy.

- Avoid getting overheated or dehydrated.
 - Do not over-exercise.
 - In hot weather, stay inside in a cool place if possible.
 - Stay out of the sun. Do not wear too much or heavy clothing.
 - Drink plenty of water.
- Do not drink alcohol while taking SEROQUEL XR. It may make some side effects of SEROQUEL XR worse.

What are possible side effects of SEROQUEL XR?

Also see "What is the most important information I should know about SEROQUEL XR?" at the beginning of this document.

SEROQUEL XR can cause serious side effects, including:

- **Stroke that can lead to death can happen in elderly people with dementia who take medicines like SEROQUEL**
- **Neuroleptic malignant syndrome (NMS):** Tell your health care provider right away if you have some or all of the following symptoms: high fever, stiff muscles, confusion, sweating, changes in pulse, heart rate, and blood pressure. These may be symptoms of a rare and very serious condition that can lead to death. Stop SEROQUEL XR and call your health care provider right away

- **High blood sugar (hyperglycemia):** Increases in blood sugar can happen in some people who take SEROQUEL XR. Extremely high blood sugar can lead to coma or death. If you have diabetes or risk factors for diabetes (such as being overweight or a family history of diabetes) your health care provider should check your blood sugar before you start SEROQUEL XR and during therapy. Call your health care provider if you have any of these symptoms of high blood sugar while taking SEROQUEL XR
 - feel very thirsty
 - need to urinate more than usual
 - feel very hungry
 - feel weak or tired
 - feel sick to your stomach
 - feel confused, or your breath smells fruity
- **High cholesterol and triglyceride levels in the blood (fat in the blood):** High fat levels may happen in people treated with SEROQUEL XR. You may not have any symptoms, so your healthcare provider may decide to check your cholesterol and triglycerides during your treatment with SEROQUEL XR.
- **Increase in weight (weight gain):** Weight gain is common in people who take SEROQUEL XR so you and your healthcare provider should check your weight regularly. Talk to your healthcare provider about ways to control weight gain, such as eating a healthy, balanced diet, and exercising.
- **Tardive dyskinesia:** Tell your health care provider about any movements you cannot control in your face, tongue, or other body parts. These may be signs of a serious condition. Tardive dyskinesia may not go away, even if you stop taking SEROQUEL XR. Tardive dyskinesia may also start after you stop taking SEROQUEL XR
- **Orthostatic hypotension (decreased blood pressure):** lightheadedness or fainting caused by a sudden change in heart rate and blood pressure when rising too quickly from a sitting or lying position
- **Increases in blood pressure:** reported in children and teenagers. Your health care provider should check blood pressure in children and adolescents before starting SEROQUEL XR and during therapy. SEROQUEL XR is not approved for patients under 10 years of age
- **Low white blood cell count**
- **Cataracts**
- **Seizures**
- **Abnormal thyroid tests:** Your health care provider may do blood tests to check your thyroid hormone level
- **Increases in prolactin levels:** Your health care provider may do blood tests to check your prolactin levels
- **Sleepiness, drowsiness, feeling tired, difficulty thinking and doing normal activities**
- **Increased body temperature**
- **Difficulty swallowing**
- **Trouble sleeping or trouble staying asleep (insomnia), nausea, or vomiting if you suddenly stop taking SEROQUEL XR.** These symptoms usually get better 1 week after you start having them.

Common possible side effects with SEROQUEL XR include:

- drowsiness
- dry mouth
- constipation
- dizziness
- increased appetite
- upset stomach
- weight gain
- fatigue
- difficulty moving
- stuffy nose

These are not all the possible side effects of SEROQUEL XR. For more information, ask your health care provider or pharmacist.

Call your health care provider for medical advice about side effects. You may report side effects to FDA at 1-800-FDA-1088.

How should I store SEROQUEL XR?

- Store SEROQUEL XR at room temperature, between 59°F to 86°F (15°C to 30°C).
- Keep SEROQUEL XR and all medicines out of the reach of children

What are the ingredients in SEROQUEL XR?

Active ingredient: quetiapine fumarate

Inactive ingredients: lactose monohydrate, microcrystalline cellulose, sodium citrate, hypromellose, and magnesium stearate. The film coating for all SEROQUEL XR tablets contain hypromellose, polyethylene glycol 400 and titanium dioxide. In addition, yellow iron oxide (50, 200 and 300 mg tablets) and red iron oxide (50 mg tablets) are included in the film coating of specific strengths

General information about SEROQUEL XR

Do not take SEROQUEL XR unless your health care provider has prescribed it for you for your condition. Do not share SEROQUEL XR with other people, even if they have the same condition. It may harm them.

NOTE: This summary provides important information about SEROQUEL XR. For more information about SEROQUEL XR, talk with your health care provider or pharmacist or call 1-800-236-9933. You can ask your health care provider for full Prescribing Information about SEROQUEL XR that is written for health care providers and discuss it with him or her.

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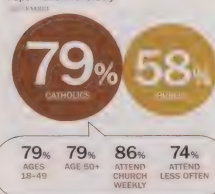
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quetiapine fumarate
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50, 150, 200, 300 & 400 mg

THE POPE'S DIVISIONS

SINCE JOHN PAUL II HELPED BRING DOWN THE COMMUNIST BLOC, NO ONE UNDERESTIMATES THE PAPACY THESE ARE THE NUMBERS ON FRANCIS' SIDE

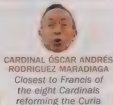
Public Approval

Percentage of Americans who view Pope Francis favorably

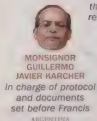


The Inner Circle

Francis keeps his own schedule book, but here are some people who have his ear



HONDURAS



ARGENTINA



URUGUAY



ITALY



ITALY

FASIAN + PEDACCHIO LEANIZ
 Personal secretary, assigned to the Vatican in 2007

ARGENTINA

CATHOLICS BY REGION AND 2006-11 GROWTH RATE



TIME graphic by Clio Brock-Abraham and Lori Tawil

Catholics in the U.S.

Although they have added almost

30 MILLION

to their numbers since 1965, their proportion of the population has held steady at

25%

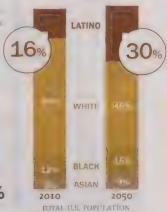
A majority of Latinos are Catholic

22% WHITE

17% ASIAN

58% LATINO

And the Latino population will continue to grow





States with the highest percentage of Catholics are in the Northeast

59% RHODE ISLAND
43% NEW JERSEY
41% MASSACHUSETTS

The lowest percentages are in the South

3.1% TENNESSEE
3.3% ALABAMA
3.7% MISSISSIPPI

The biggest growth in proportion of Catholics is in states with high immigration

PERCENTAGE-POINT CHANGE, 1990-2012

+11 NEVADA
+8 CALIFORNIA
+7 GEORGIA

One Man, Two Revenue Streams

The Pope is the head of both the Vatican, a city-state formed in 1929, and the Holy See, which is the seat of power for the global Catholic Church. Francis has moved to improve the accounting of their separate streams of revenue.

SURPLUS OR DEFICIT OF THE HOLY SEE AND THE VATICAN



world to meet with him several times a year to comb through difficult problems, a move that diffused some of the traditional power of the Synod of Bishops. "I don't want token consultations," he explained in an interview, "but real consultations." That, at least so far, appears to be what he is getting. The membership is telling: Cardinals from Chile, Congo and Honduras as well as Munich, Australia and Boston are on the panel. In August, another member, Cardinal Oswald Gracias of India, issued one of the most expansive comments about gays that the church has ever made, stating that while the church does not allow gay marriage, homosexuality is not a sin. "To say that those with other sexual orientations are sinners is wrong," he wrote to an LGBT group in Mumbai. "We must be sensitive in our homilies and how we speak in public and I will so advise our priests."

And on Dec. 5, in a long overdue move, the group of eight named a new commission on sex abuse, the problem of priests preying on children they had vowed to protect. It is the church's darkest existential problem in an era of existential problems; the commission aims to study better ways to protect children, screen programs that involve children and suggest new ways to create safe environments and choose the priests to lead them. At worst, the Cardinals are laying out a new set of best practices for far-flung dioceses to follow. At best, they are admitting that the Vatican had focused too much attention on the legal challenges of the sex-abuse crisis rather than on the behavioral problems at its core.

Francis has backed up his deeds with homilies and his first apostolic exhortation. He can barely contain his outrage when he writes, "How can it be that it is not a news item when an elderly homeless person dies of exposure, but it is news when the stock market loses two points?" Elsewhere in his exhortation, he goes directly after capitalism and globalization: "Some people continue to defend trickle-down theories which assume that economic growth, encouraged by a free market, will inevitably succeed in bringing about greater justice and inclusiveness in the world. This opinion... has never been confirmed by the facts." He says the church must work "to eliminate the structural causes of poverty" and adds that while "the Pope loves everyone, rich and poor alike... he is obliged in the name of Christ to remind all that the rich must help, respect and promote the poor."

The church has always made the poor a priority—a mission that has been the biting paradox of the treasure-laden Vatican. But Francis has

FRANCIS ON ... GAY RIGHTS

His approach to dealing with sexuality is first about compassion, not condemnation. Francis follows the catechism's commitment to marriage between one man and one woman, but he wants the church's response to homosexuality to prioritize people, not issues. His attitude shift alone has big implications for developing countries where homophobia is institutionalized, even if it seems insignificant to gay-rights activists in the developed world.

CHOICE WORDS

"Who am I to judge?"

—Francis, to reporters after World Youth Day

made it clear that they are a priest's first responsibility. "A lack of vigilance, as we know, makes the Pastor tepid; it makes him absentminded, forgetful and even impatient," he preached in May. "It tantalizes him with the prospect of a career, the enticement of money and with compromises with a mundane spirit; it makes him lazy, turning him into an official, a state functionary, concerned with himself, with organization and structures, rather than with the true good of the People of God." In case anyone missed the point, he suspended a bishop in Limburg, Germany, for overseeing a \$42.5 million renovation of the church residence that included a \$20,500 bathtub. Says Father Guillermo Marcó, who was Bergoglio's spokesman from 1998 to 2006: "It is the first time we have had a priest as Pope."

AN ARGENTINE'S WAY

ON WEEKENDS IN BUENOS AIRES, YOU CAN TAKE A 3¼-hour bus tour of the neighborhoods where Jorge Mario Bergoglio grew up. "What's coming up on this street?" the tour guide Daniel Vega asks as the bus pulls up on Calle Membrillar in the Flores district of Buenos Aires. "The house where he was born," comes the answer. There's the chapel where his father Mario, a native of the Piedmont region of Italy, and Regina, an Argentine of Piedmontese descent, met in 1934. They married the next year and had their firstborn, Jorge Mario, on Dec. 17, 1936.

The Bergoglios were very strict Catholics, the kind who worry about meeting people who were not married in the church or who were socialists or atheists. But the future Pope was never that doctrinaire: in the four years between realizing he was called to the priesthood and actually entering seminary, he said he had "political concerns, though I never went beyond simple intellectualizing." He admits to reading and liking publications of the Communist Party but says he was never a member. Many Bergoglio watchers—a minor industry in Argentina—believe that his concern for the destitute is partly rooted in Argentina's experience with Peronism, a strange socialist-capitalist amalgam that evolved in the country in the 1940s and was powered by a deep, working-class populism. That ideology suffused everything Argentine then—and now.

Bergoglio is quite mystical about his career choice, which hit him when he stopped off at church on his way to join friends to celebrate a holiday. "It surprised me, caught me with my guard down," he told Francesca Ambrogetti and Sergio Rubin, who interviewed him for their 2010 book, published this year in the U.S. as *Pope Francis*:

TOM HANKS



SAVING MR. BANKS

WHERE HER BOOK ENDED, THE REAL STORY BEGAN.

PAUL GIAMATTI JASON SCHWARTZMAN AND COLIN FARRELL

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Conversations with Jorge Bergoglio. "That is the religious experience: the astonishment of meeting someone who has been waiting for you all along." He did not enter seminary until 1957, telling the authors, "Let's say God left the door open for me for a few years."

He was briefly a nightclub bouncer and would as a 21-year-old seminarian lose most of his right lung to an infection, a condition that may contribute to his back problems today. He chose to join the Jesuits because the order—founded as the Catholic Church launched the counterreformation—was at "the front lines of the Church, grounded in obedience and discipline." He claimed to not be disciplined himself and thus in need of the structure. What he did have was a talent for empathy and for engaging people in conversation. Even before he was ordained, he was a popular and attractive figure to his students at Jesuit schools as well as to many superiors. In 1973, at 36—just three years a priest—he was named the head of the Society of Jesus in Argentina and the boss of Jesuits many years his senior. The office came with prestige, huge responsibilities and, as it turned out, the seeds of almost two decades of turmoil for himself, which nearly derailed his career.

His crisis centered around two Jesuits, Father Orlando Yorio and Father Francisco Jalics, who refused his orders over the period of about a year beginning in 1975 to leave the slums as the country spiraled into political chaos and the military, which considered slum priests to be likely rebels, was clearly moving to take over Argentina. As terrorists on the right and left tore the nation apart, many Argentines—including some bishops and priests—longed for a strong hand to reassert control over the country, and many welcomed the military coup of March 24, 1976.

In May the two Jesuits were arrested and subjected to torture. Bitterness had lingered among some Jesuits and the relatives of Yorio (who died in 2000), who to this day accuse Bergoglio of virtually giving up the priests to the junta, citing a flurry of bureaucratic paperwork that ultimately failed to provide cover for the clerics to stay on in the slums. Bergoglio said he immediately tried to win their freedom (as he would do for many others), and Yorio and Jalics were released after five months. Very few of the "disappeared"—as abducted Argentines were called—reappeared alive.

Even after Bergoglio served out his term as Jesuit provincial in 1979, he remained a divisive figure. In 1988, when he was serving as a theology lecturer at a school in Buenos Aires, he came into

HIS INSPIRATIONS



FRANCIS OF ASSISI

The 13th century Italian heard a divine call from a crucifix and left his wealthy merchant family to live with the poor and create a new religious order. He traveled to Egypt to try to end the Crusades, and he made mercy the core value of his ministry.



IGNATIUS OF LOYOLA

The Spanish priest founded the Society of Jesus, or the Jesuit order, in the 16th century. He wrote the "Spiritual Exercises," a set of contemplative prayers and practices, and devoted his life to missionary work, education and personal humility.

conflict with the provincial at the time, Father Victor Zorzín, who reassigned Bergoglio to Córdoba, more than 400 miles (640 km) northwest of Buenos Aires. From June 1990 to May 1992, according to journalist Elisabetta Piqué, author of the biography *Francis: Life and Revolution*, he could make no phone calls without permission, and his correspondence was "controlled." Zorzín says "it cost [Bergoglio] a lot to accept the change. But pain can ripen into something else."

In what would prove to be a providential turn, a Cardinal who admired Bergoglio's work as provincial—including his ability to assess the talents of others and organize productive meetings—came seeking him and, rescuing him from Córdoba exile, turbocharged his ascent in the church hierarchy. And as he rose from bishop to Archbishop to Cardinal, Bergoglio began ministering to the slums—the same kind of districts that Yorio and Jalics refused to leave at his orders. Jalics, who now lives in Bavaria, kept silent about the case for nearly four decades but released a statement after Bergoglio became Francis, declaring that "Orlando Yorio and I were never given up by Jorge Bergoglio ... I used to think we had been victims of an accusation. But by the late 90s, after many conversations, it was clear to me that I was wrong."

After becoming Archbishop in 1998, Bergoglio was known for his frugality, for taking the bus and the subway and for living in a simple apartment on the same block as the cathedral, not at the opulent archdiocesan residence. That kind of humility increased his appeal not only with ordinary Argentines but also among his fellow Archbishops in Latin America. His meteoric postexile rise seemed to climax in April 2005, when the death of John Paul II brought Bergoglio to Rome and to the ranks of what Vaticanologists call *I papabili*—the Cardinals who might become Pope. The Wednesday after Germany's Joseph Ratzinger was elected Pope Benedict XVI, Bergoglio had lunch with his press secretary Marcó and, according to Marcó, never let on that the Latin American Cardinals had gathered enough support to make him the runner-up in the conclave. Some accounts have Bergoglio signaling to his supporters to shift their votes to Ratzinger so as not to prolong the process and give an impression of a divided College of Cardinals.

He returned to Buenos Aires and looked to retirement. He had already picked out the residence where he would live out the rest of his life—an old-age home for priests in Flores, where he was born—and handed his letter of resignation to the Pope when he turned 75 in 2011. "I'm starting to

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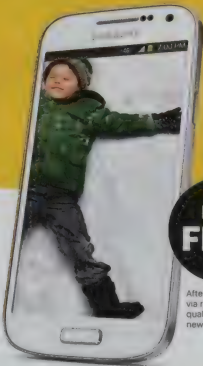
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consider the fact that I have to leave everything behind," he said in 2010. "It makes me want to be fair with everyone always, to sign the final flourish... But death is in my thoughts every day." He insisted he was not sad, and he went on posing for pictures with the faithful. But his face gave him away, and one parishioner called him on it: "Padre Jorge, if you're going to put on that face, you're going to ruin the photo."

Then without warning on Feb. 11, Benedict XVI announced that he was abdicating the papacy, the first time a Pope had resigned in 600 years. The Archbishop of Buenos Aires once again flew to Rome, though he was no longer on the hot list of *I papabili*. But on the night of March 13, to the world's surprise, Bergoglio emerged on the balcony of St. Peter's Basilica as Francis.

Argentines saw on his face what millions of others could not have divined: the sad, haggard look was gone. Joy cometh in the evening.

THE LIMITS OF REFORM

THE FIVE WORDS THAT HAVE COME TO DEFINE BOTH the promise and the limits of Francis' papacy came in the form of a question: "Who am I to judge?" That was his answer when asked about homosexuality by a reporter in July. Many assumed Francis, with those words, was changing church doctrine. Instead, he was merely changing its tone, searching for a pragmatic path to reach the faithful who had been repelled by their church or its emphasis on strict dos and don'ts. Years of working closely with parish priests have taught him that the church seemed more comfortable with narrow issues than human complexity, and it lost congregants and credibility in the bargain. He is urging his army to think more broadly. As he told Spadaro, "What is the confessor to do? We cannot insist only on issues related to abortion, gay marriage and the use of contraceptive methods. That is not possible. I have not spoken much about these things and I was reprimanded for that. But when we speak about these issues, we have to talk about them in a context."

In short, ease up on the hot-button issues. That might not seem like significant progress in the U.S. and other developed nations. But the Pope's sensitivity to sexual orientation has a different impact in many developing countries, where homophobia is institutionalized, widespread and sanctioned. Similarly, Francis is aware of the liberal clamor in the affluent West for the ordination of women. He also recognizes that Catholic doctrine, as it is currently formulated, cannot be made to justify women as priests. "The feminine

FRANCIS ON... ABORTION

Protecting the lives of the unborn remains a top Holy See value. Francis blessed a couple's unborn child within hours of being named to the papacy. He joined Italy's March for Life, urged Europeans to support a petition to protect human embryos and told a group of gynecologists that every aborted baby bears the face of Jesus Christ. But, he says, the church needs to do a better job of caring for women who turn to abortion, especially in "painful situations" such as rape or poverty.

CHOICE WORDS

"This is not something subject to alleged reforms or 'modernizations.' It is not 'progressive' to try to resolve problems by eliminating a human life."

—Francis, in "Evangelii Gaudium"

genius is needed wherever we make important decisions," he has said. But that does not involve ordination as priests. Instead, in his recent exhortation, he says he wants to diminish the primacy of the all-male priesthood, arguing that just because they monopolize the sacraments does not mean their gender should be the only one empowered in the church.

That won't make the grade for women who expect equal protection and rights under secular law. But the real significance of these new horizons will likely come in countries where the stakes for women are far higher than just the question of ordination. In the places where the Catholic Church is growing fastest, Francis' words may portend significant advances in culture wars where women and other disadvantaged groups have always been on the losing side. When Catholic Archbishop Berhaneyesus Souraphiel of Addis Ababa talks of women in the church, he thinks of the crisis in sub-Saharan African regions where female genital mutilation is common. He is trying to rally Catholics to raise money to build a university where women can have greater access to education. Souraphiel sees great progress in Francis' statements about women. "It could help a lot," he says, "because he is saying women have a great role in the church and in society."

But if there appears to be some wiggle room on homosexuality and the role of women, there is none for abortion. "This is not something subject to alleged reforms or 'modernizations,'" Francis says. "It is not 'progressive' to try to resolve problems by eliminating a human life." Even so, Francis' tonal shifts on doctrine have unsettled some church conservatives, particularly in the U.S., where some bishops in the past have declined to offer Communion to elected officials who favor abortion. The exact size of this group is unknown, but no one denies it exists. "Already there has been a lot of backlash from traditionalist groups, conservative groups, people who feel he is moving too quickly away from the traditional style of Benedict on liturgy, on clerical appointments," says Brian Daley, a professor of theology at the University of Notre Dame. "But that's probably a relatively small group of people."

Those who have inveighed against abortion and homosexuality for decades may fear that the ground is shifting underneath their feet. Some of the harshest criticisms of Francis have come from traditionalists alarmed at his emphasizing the Pope's role as just another bishop—albeit of Rome—rather than Supreme Pontiff. They argue

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PHOTOGRAPH BY FRANCESCO
ZIZOLA FOR TIME



that this path would lead to the end of the papacy as the world has known it for centuries. In early October, Mario Palmaro, a conservative bioethicist who worked for Radio Maria, went so far as to co-author an essay titled "We Do Not Like This Pope" that hinted that Francis was the Antichrist because of his all-too-knowing use of the media to propagate heterodox ideas. Palmaro was particularly appalled by the interview Francis granted the atheist editor of the Italian daily *La Repubblica*, in which the Pope was quoted as saying, "I believe in God, not a Catholic God." The station fired Palmaro for criticizing the boss. But in November, after Palmaro came down with a debilitating disease, Francis telephoned to console him. "I was so moved by the phone call that I was not able to conduct much conversation," Palmaro told reporters. "He just wanted to tell me that he is praying for me." Palmaro says he has not changed his opinion of Francis' policy.

Part of the conservative critique is that Francis' words and gestures cannot be fully reconciled with the legacy of previous Popes. Apparently aware of that potential for controversy, Francis has been skillfully citing the writings of former Pontiffs, stressing continuity. As the first Pontiff to be ordained a priest after Vatican II, he has been generous to the opinions of John XXIII, who convened that reformist council. But it is a delicate task given that Francis has one thing no Pope has had since the 15th century: a living predecessor. While Benedict resides in quiet retirement in the Vatican Gardens, he remains a potential rallying point for those who fear that Francis may hold the doctrinal reins too loosely. So far, Francis and Benedict appear to get on well: both men flatter each other, and Francis was especially generous with quotations from Benedict in his recent exhortation. In any case, Francis needs to keep his predecessor on his side, for it was Benedict who codified the conservative views of John Paul II, the hero of many Catholics, particularly those on the right of the spectrum.

Francis will continue the policy of both John Paul II and Benedict on détente and fraternal relations with Judaism. (Francis plans to visit Israel in May.) But with his experience working with the Muslim immigrant population of Argentina, Francis will extend a warmer hand toward Islam than Benedict, who famously infuriated that religion's clerics with a scholarly aside in an otherwise innocuous speech. And he has proved himself amenable to Protestant, evangelical piety, scandalizing conservative Catholics in Argentina by kneeling and being blessed by Pentecostal preachers in a Buenos Aires auditorium.

FRANCIS ON ... CAPITALISM

The Pope wants a church that listens to the poor and values their contribution. He cautions against trickle-down economics and a "crude and naive" trust in the free-market system, not as a matter of economic theory but because they too often let the powerful feed on the powerless and leave the poor without possibilities.

CHOICE WORDS

"How can it be that it is not a news item when an elderly homeless person dies of exposure, but it is news when the stock market loses two points?"

—Francis, in "Evangelii Gaudium"

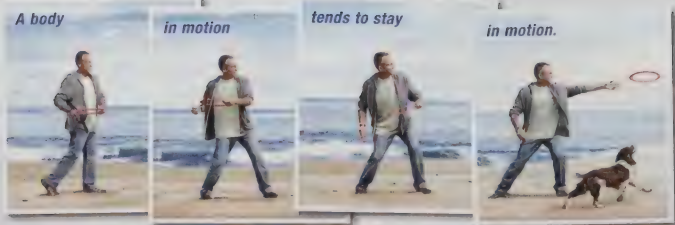
While still in his home country, the future Pope also said that priestly celibacy is a recent development (it dates to about the year 1000) and has seemed open to change. Again, in Argentina, he startled conservatives by attending the funeral of a rebel bishop who left the church to marry, comforting the deceased prelate's widow, who used to concelebrate Mass with her husband. Francis is sympathetic to people whose marriages have fallen apart: his only surviving sibling, María Elena Bergoglio, is divorced. In Argentina, he worked very closely with Catholics who were divorced and remarried, some of whom continue to take Communion. The Pope has called an Extraordinary Synod of Bishops—only the third such gathering in almost 50 years—in October 2014 to discuss pastoral challenges that face modern families, including sexual ethics, divorce, cohabitation and reproduction.

A place that measures change in terms of centuries doesn't do relaunches often. It is important to remember that Francis has been Pope for less than a year, and a papacy can change character in midstream. In 1846, Pope Pius IX came to the throne as the great hope to liberalize Catholicism but by the end of his pontificate had become the great champion of conservatism—the font of infallibility and angry confrontation with secular powers like the newborn Italian state. The entrenched dynamics of the church can transform the would-be transformer.

A DAY IN THE LIFE

FRANCIS BEGINS, ENDS AND DOTS HIS DAY WITH prayer. He rises at 5 a.m. and prays until 7 before celebrating morning Mass at the Casa Santa Marta chapel. He prays after Mass and again before breakfast. Then at 8 a.m., the day begins. He works through papers until 10, then meets with secretaries, Cardinals, bishops, priests and laypeople until noon, followed by lunch and a half-hour siesta. Six hours of work follow, then dinner and more prayer in front of the Blessed Sacrament. He admits he sometimes nods off at this point, but says, "It is good to fall asleep in God's presence." He is usually in bed by 10.

On Wednesdays, he has a general audience around lunchtime in St. Peter's Square, which brings in the multitudes. On a bright December day, the festive crowd numbers about 30,000. It's the season of light, and Francis is talking about the Resurrection. He appears to have a cold; he needs the handkerchief tucked in his robes. But his voice is strong, though higher than you'd expect, and more musical, like that of a storyteller with a full



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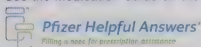
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Life-threatening allergic reactions can occur with CELEBREX. Get help right away if you've had swelling of the face or throat or trouble breathing. Do not take it if you have bleeding in the stomach or intestine, or you've had an asthma attack, hives, or other allergies to aspirin, other NSAIDs or certain drugs called sulfonamides.

Prescription CELEBREX should be used exactly as prescribed at the lowest dose possible and for the shortest time needed.



Uninsured? Need help paying for Pfizer medicines?

Pfizer has programs that can help. Call 1-866-706-2400 or visit PfizerHelpfulAnswers.com

CELEBREX
(CELECOXIB CAPSULES)

For a body in motion

Medication Guide

for

Non-Steroidal Anti-Inflammatory Drugs (NSAIDs)

(See the end of this Medication Guide for a list of prescription NSAID medicines.)

What is the most important information I should know about medicines called Non-Steroidal Anti-Inflammatory Drugs (NSAIDs)?

NSAID medicines may increase the chance of a heart attack or stroke that can lead to death.

This chance increases:

- with longer use of NSAID medicines
- in people who have heart disease

NSAID medicines should never be used right before or after a heart surgery called a "coronary artery bypass graft (CABG)."

NSAID medicines can cause ulcers and bleeding in the stomach and intestines at any time during treatment. Ulcers and bleeding:

- can happen without warning symptoms
- may cause death

The chance of a person getting an ulcer or bleeding increases with:

- taking medicines called "corticosteroids" and "anticoagulants"
- longer use
- smoking
- drinking alcohol
- older age
- having poor health

NSAID medicines should only be used:

- exactly as prescribed
- at the lowest dose possible for your treatment
- for the shortest time needed

What are Non-Steroidal Anti-Inflammatory Drugs (NSAIDs)?

NSAID medicines are used to treat pain and redness, swelling, and heat (inflammation) from medical conditions such as:

- different types of arthritis
- menstrual cramps and other types of short-term pain

Who should not take a Non-Steroidal Anti-Inflammatory Drug (NSAID)?

Do not take an NSAID medicine:

- if you had an asthma attack, hives, or other allergic reaction with aspirin or any other NSAID medicine
- for pain right before or after heart bypass surgery

Tell your healthcare provider:

- about all of your medical conditions.
- about all of the medicines you take. NSAIDs and some other medicines can interact with each other and cause serious side effects. **Keep a list of your medicines to show to your healthcare provider and pharmacist.**
- if you are pregnant. NSAID medicines should not be used by pregnant women late in their pregnancy.
- if you are breastfeeding. **Talk to your doctor.**

What are the possible side effects of Non-Steroidal Anti-Inflammatory Drugs (NSAIDs)?

Serious side effects include:

- heart attack
- stroke
- high blood pressure
- heart failure from body swelling (fluid retention)
- kidney problems including kidney failure
- bleeding and ulcers in the stomach and intestine
- low red blood cells (anemia)
- life-threatening skin reactions
- life-threatening allergic reactions
- liver problems including liver failure
- asthma attacks in people who have asthma

Other side effects include:

- stomach pain
- constipation
- diarrhea
- gas
- heartburn
- nausea
- vomiting
- dizziness

Get emergency help right away if you have any of the following symptoms:

- shortness of breath or trouble breathing
- chest pain
- weakness in one part or side of your body
- slurred speech
- swelling of the face or throat

Stop your NSAID medicine and call your healthcare provider right away if you have any of the following symptoms:

- nausea
- more tired or weaker than usual
- itching
- your skin or eyes look yellow
- stomach pain
- flu-like symptoms
- vomit blood
- there is blood in your bowel movement or it is black and sticky like tar
- skin rash or blisters with fever
- unusual weight gain
- swelling of the arms and legs, hands and feet

These are not all the side effects with NSAID medicines. Talk to your healthcare provider or pharmacist for more information about NSAID medicines.

Call your doctor for medical advice about side effects. You may report side effects to FDA at 1-800-FDA-1088.

Other information about Non-Steroidal Anti-Inflammatory Drugs (NSAIDs)

- Aspirin is an NSAID medicine but it does not increase the chance of a heart attack. Aspirin can cause bleeding in the brain, stomach, and intestines. Aspirin can also cause ulcers in the stomach and intestines.
- Some of these NSAID medicines are sold in lower doses without a prescription (over-the-counter). Talk to your healthcare provider before using over-the-counter NSAIDs for more than 10 days.

NSAID medicines that need a prescription

Generic Name	Tradename
Celecoxib	Celebrex
Diclofenac	Cataflam, Voltaren, Arthrotec (combined with misoprostol)
Diffunisal	Dolobid
Etodolac	Lodine, Lodine XL
Fenoprofen	Nalfon, Nalfon 200
Flurbiprofen	Ansaid
Ibuprofen	Motrin, Tab-Profen, Vicoprofen* (combined with hydrocodone), Combunox (combined with oxycodone)
Indomethacin	Indocin, Indocin SR, Indo-Lemmon, Indomethagan
Ketoprofen	Oruvail
Ketorolac	Toradol
Mefenamic Acid	Ponstel
Meloxicam	Mobic
Nabumetone	Relafen
Naproxen	Naprosyn, Anaprox, Anaprox DS, EC-Naproxyn, Naprelan, Naprapac (copackaged with lansoprazole)
Oxaprozin	Daypro
Piroxicam	Feldene
Sulindac	Clinoril
Tolmetin	Tolectin, Tolectin DS, Tolectin 600

* Vicoprofen contains the same dose of ibuprofen as over-the-counter (OTC) NSAIDs, and is usually used for less than 10 days to treat pain. The OTC NSAID label warns that long term continuous use may increase the risk of heart attack or stroke.

This Medication Guide has been approved by the U.S. Food and Drug Administration. LAB-0609-1.0



THIS WILL BE DONE
FRANCIS HOPES TO BRING
THE GOSPEL OF MERCY
TO THE CHURCH—AND
THE WORLD

range of context and characters to bring to his mission of making you listen. He has a script in hand because once he finishes the lesson, it will be repeated by priests reading in French, German, Spanish, Portuguese, English and Arabic.

But every so often, he can't help himself. The script falls to his lap and he leans forward, looks out over the crowd and just starts talking, his hands in the air, his voice stronger now, doing his own call and response. Jesus is risen, and so shall we be one day, he tells them. And as though they might not quite grasp the implication, he pushes them: "But this is not a lie! This is true!" he says. "Do you believe that Jesus is alive? *Voi credete?*" "Yes!" the crowd calls back, and he asks again, "Don't you believe?" "Yes," they cry. And now he has them. They have become part of the message. He talks about Christ's love like a man who has found something wondrous and wants nothing more than to share it. "He is waiting for us," Francis says. And when he comes to the end of his homily, the script drops

once more. "This thought gives us hope! We are on the way to the Resurrection. And this is our joy: one day find Jesus, meet Jesus and all together, all together—not here in the square, the other way—but joyful with Jesus. This is our destiny."

Once the service ends, he greets the Cardinals in attendance on the dais, then walks over to meet first with the sick, then with special guests. Many have brought him gifts, mementos: a small statue of a merry Jesus on a yellow silk altar, a painting of Christ, a coffee-table book of photos from Austria. One man poses with him for a selfie; others do not want to let go of his hand. The ushers and security guards try to keep him moving, but he has more words to speak, pilgrims to meet and missions to launch before the day is over.

It's hard to imagine a setting farther from Pasaje C. But if Francis can order his steps, it's not so far at all. —WITH REPORTING BY HILARY BURKE AND UKI GOŃI/BUENOS AIRES AND STEPHAN FARIS AND ALESSANDRO SPECIALE/ROME ■



LOOKING GOOD

New lens technology has created eyeglass options that solve a wide variety of vision challenges.

BEN FRANKLIN IS often credited with the invention of bifocals, which made it easier for his aging eyes to read documents like...well, the Declaration of Independence. However, bifocals, like all eyewear, have changed since Franklin's day. Modern technology has created a host of new eyewear options to suit every lifestyle. New lens materials, no-line progressive lenses, high-definition (HD) lens technology and an array of lens treatments allow eyeglass wearers to see, and look, better than ever before.

"There have been so many technical advances that reflect positive changes in eyewear—specifically in eyeglass lens technology," explains Ed Greene, CEO of The Vision Council, a global trade organization representing companies and individuals who make or distribute optical products or services.

Virginia resident Rick Schweigert has worn progressives (commonly referred to as no-line bifocals) for 20 years and admits at first they weren't all that great. Adjusting his eyes from near to far made him dizzy, his field of view was restricted and his frame choice was limited due to the strength of his prescription. But that was before new technology eliminated those problems.

Modern progressive lenses are easier to adapt to than the progressives of years past. In addition, HD technology allows for improved visual acuity and reduced

distortion, optimizing each individual prescription.

"I put my new glasses on and that was it," says Rick. "There was no adjustment period. I didn't have any trouble with depth perception or dizziness. My vision is now crisp and clear, and I couldn't be happier."

Unlike traditional lenses, HD lenses are digitally surfaced using computer technology and diamond cutting tools, allowing them to be precisely customized to individual eyes. Various lens materials, treatments and tints make driving at night or on bright, sunny days easier, provide protection when playing sports and allow natural vision at all distances for older eyes.

Optician Valerie Manso, a 40-year industry veteran and spokesperson for The Vision Council, says decisions about the right lenses are in patients' hands.

"Consumers should take control of their health and be proactive in discovering the lens choices available for their lifestyles," says Manso.

Computer glasses, for example, are anti-reflective and treated to adjust the way the light from digital screens enters the eye, combatting symptoms of digital eye strain such as irritated or fatigued eyes, blurred vision and headaches.

UV protective lenses are another important lens option, protecting eyes from sun damage that can lead to health complications such as cataracts and macular degeneration. "If children would start wearing sunglasses earlier, we could reduce eye-related health care costs dramatically," adds Manso.

Both Greene and Manso agree the first step to protecting your eyes and achieving the best vision possible is to visit your eye care provider and discuss the lens options available to improve your vision and enhance your daily life.

Perhaps Rick Schweigert says it best when it comes to choosing your next pair of glasses: "It's all about the lenses." ●

For a complete picture of lens options, visit www.thevisioncouncil.org or follow the organization at facebook.com/thevisioncouncil.



Make sure your lenses are worth framing.

The right lenses can make your next pair of eyewear a true masterpiece. Crafted to match your lifestyle as well as your prescription, new technology creates lenses that are smudge-resistant, water-resistant, and virtually eliminate glare. Age-telling, lined bifocals have been replaced by progressive lenses. HD technology allows for a wider field of vision with crisper details. Lens materials make even the strongest prescriptions light enough to wear comfortably.

Visit your eye care provider and be sure to ask about specialized lenses that are truly worthy of framing.



THE VISION COUNCIL

We are your source for information about eyewear and eye care — from sunglasses and fashion frames to medical devices that assist those with vision impairments. To learn more, visit thevisioncouncil.org.

NUMBER
TWO
**EDWARD
SNOWDEN**
THE
DARK
PROPHET

BY MICHAEL SCHERER

ILLUSTRATION BY JASON SEILER FOR TIME



TO AVOID SURVEILLANCE, THE FIRST FOUR AMERICANS TO VISIT EDWARD SNOWDEN IN MOSCOW CARRIED NO CELL PHONES OR LAPTOPS. THEY FLEW COACH ON DELTA

from Washington with tickets paid for by Dutch computer hackers. After checking into a preselected hotel not far from Red Square, they waited for a van to pick them up for dinner.

None could retrace the ride that followed, driven by anonymous Russian security men, nor could any place the side door of the building where the trip ended. They passed through two cavernous ballrooms, the second with a painted ceiling like the Sistine Chapel, and emerged into a smaller space with salmon-colored walls and oil paintings in golden frames—like *Alice in Wonderland*, remembers one of the group. There at the bottom of the rabbit hole, in rimless glasses, a black suit and blue shirt with two open buttons at the collar, stood the 30-year-old computer whiz who had just committed the most spectacular heist in the history of spycraft.

By all accounts, Snowden was delighted to see his countrymen, though over the next six hours he did not partake of the wine. At one point, Ray McGovern, a former CIA analyst, recited from memory in Russian an Alexander Pushkin poem, "The Prisoner," which he had learned back in his days spying on the Soviet Union. "We have nothing to lose except everything, so let us go ahead," said Jesselyn Radack, a former Justice Department attorney, quoting Albert Camus's warning at the dawn of the nuclear age. Another attendee, the whistle-blowing FBI agent Coleen Rowley, compared Snowden to Benjamin Franklin, who as postmaster general in 1773 helped leak letters from American officials who were secretly collaborating with British authorities.

Even Snowden's Russian lawyer, Anatoly Kucherena, raised his glass for a toast. Coming from a man with close ties to the Kremlin and a knack for misleading the press, Kucherena's words captured the surreal nature of Snowden's Moscow exile. "Ed, I am going to give you the biggest gift that I can probably give," he told Snowden

through an interpreter. "I'm writing a novel about you."

The gathering had been called to deliver an award, given by four dissident veterans of the U.S. national-security apparatus to one of their own. But for Snowden it was something more, a chance to reaffirm to the world the purpose of his actions, for which he has been charged in absentia with theft and violations of the Espionage Act. Since escaping his country in late May with tens of thousands of its most secret documents—"one of everything," jokes one person with access to the stash—Snowden has chosen to lie low. No Twitter account. No television interviews. No direct contacts with U.S. authorities. He held his tongue as Kucherena boasted to the press about Snowden's new Internet job in Moscow, his new Russian girlfriend and his dire money troubles. Most of that is fiction, like the novel, according to several people who communicate regularly with Snowden.

But he has nonetheless begun to figure out a life for himself in Russia, where he has been granted asylum for at least one year. He is learning Russian, recently read Fyodor Dostoyevsky's *Crime and Punishment* and spent weeks living with his WikiLeaks protector, Sarah Harrison, who has since flown to Berlin, fearing that she could face criminal charges if she returns to her native Britain. Most important, he has been able to spend time on the Internet, his life-long home, where he has watched through encrypted and anonymized connections as his leaks roil the world—diplomatic crises, congressional reform efforts, new federal lawsuits, financial damage to U.S. technology companies and an as yet uncertain harm to U.S. national interests, including documented changes in the way terrorists communicate online. "This increases the probability that a terrorist attack will get through," says General Keith Alexander, the director of the National Security Agency (NSA). "I think it's absolutely wrong."

For Snowden, those impacts are but a means to a different end. He didn't give up his freedom to tip off German Chancellor Angela Merkel about the American snoops on her cell phone or to detail the ways the NSA electronically records jihadi porn-watching habits. He wanted to issue a warning to the world, and he believed that revealing the classified information at his fingertips was the way to do it. His gambit has so far proved more successful than he reasonably could have hoped—he is alive, not in prison, and six months on, his documents still make headlines daily—but his work is not done, and his fate is far from certain. So in early October, he invited to Moscow some supporters who wanted to give him an award.

After the toasts, some photographs and a brief ceremony, Snowden sat back down at the table, spread with a Russian buffet, to describe once again the dystopian landscape he believes is unfolding inside the classified computer networks on which he worked as a contractor. Here was a place that collected enormous amounts of information on regular citizens as a precaution, a place where U.S. law and policy did not recognize the right to privacy of foreigners operating outside the country, a place where he believed the basic freedoms of modern democratic states—"to speak and to think and to live and be creative, to have relationships and to associate freely"—were under threat.

"There is a far cry between legal programs, legitimate spying, legitimate law enforcement—where it is targeted, it's based on reasonable suspicion, individualized suspicion and warranted action—and the sort of dragnet mass surveillance that puts entire populations under a sort of an eye and sees everything, even when it is not needed," Snowden told his colleagues. "This is about a trend in the relationship between the governing and governed in America."



IN LATE JUNE, SNOWDEN
 WAS BOOKED IN
 WINDOW SEAT 17A OF
 THIS AEROFLOT PLANE
 FLYING FROM MOSCOW
 TO HAVANA. BUT HE
 NEVER BOARDED

That is the thing that led him to break the law, the notion that mass surveillance undermines the foundations of private citizenship. In a way, it is the defining critique of the information age, in which data is increasingly the currency of power. The idea did not originate with Snowden, but no one has done more to advance it. "The effect has been transformative," argues Julian Assange, the founder of WikiLeaks, who has been helping Snowden from the confines of the Ecuadorean embassy in London. "We have shifted from a small group of experts understanding what was going on to broad public awareness of the reality of NSA mass surveillance." If Facebook's Mark Zuckerberg is the sunny piper of the new sharing economy, Snowden has become its doomsayer.

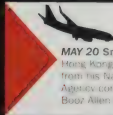
THE INFORMATION GRID

WHEN ELECTRONIC SURVEILLANCE BEGAN, with the invention of the telegraph and radio, the only way to record an intercept was with ink and paper. Now there are technologies that allow for the wholesale copying, sorting and storage of billions of records a day—everything that passes through a fiber-optic cable, for instance, or gets beamed through the airwaves. By itself, this is a revolutionary development. But its real power comes from the way regular people have changed their behavior. In the 19th century, humans rarely produced electronic signals. Now almost every part of daily existence can cast off bits and bytes.

The cell phone in your pocket records your movements and stores that information with your service carrier. The e-mail,

THE YEAR IN SNOWDEN

HIS DISCLOSURES SET OFF A CHAIN REACTION OF HEADLINES, DENIALS, INTERNATIONAL OUTRAGE AND CALLS FOR REFORM. MORE OF ALL IS EXPECTED.



MAY 20 Snowden arrives in Hong Kong after taking a leave from his National Security Agency contractor job with Booz Allen Hamilton in Hawaii.

JUNE 5 The Guardian first reports that the NSA is collecting phone records of millions of Americans.

JUNE 6 The Guardian and the Washington Post report that the NSA is collecting data from Google, Facebook, Apple and others.



JUNE 18 NSA Director **Keith Alexander** tells Congress that programs Snowden leaked helped prevent more than 50 potential terrorist events. He later admits that not all the events were plots or were foiled, and that only 13 had a nexus to the U.S.

JUNE 17 A CNN poll finds that Obama's approval rating dropped to 45% from 53% in mid-May; 61% disapprove of how he handled government surveillance of Americans.

JUNE 13 FBI Director **Robert Mueller** says Snowden has caused the U.S. "significant harm" and tells Congress he will be hunted down.



56%

JUNE 10 A Pew poll finds that 56% of Americans approve of the NSA's program to collect millions of phone records; 41% disapprove.

JUNE 9 Snowden outs himself as the source of the NSA leaks in a video.

JUNE 8 President **Obama** defends the NSA, saying, "Nobody is listening to your telephone calls."

JUNE 22 The White House says it wants Snowden to be extradited.

JUNE 23 Snowden arrives at a Moscow airport from Hong Kong and winds up stuck in the transit area while he seeks asylum.



JUNE 29 Germany's *Der Spiegel* reports that the U.S. bought E.U. offices in Washington and at the U.N. headquarters in New York City.

JULY 24 The House narrowly defeats a bill by GOP Representative **Justin Amash** that would have ended the bulk collection of American phone records and imposed more court supervision.



OCT. 21 A European Parliament committee passes stricter privacy rules; U.S. companies could face huge fines for breaking them.

SEPT. 17 Brazilian President **Dilma Rousseff** cancels a state visit to the U.S. over reports that the U.S. spied on her and a state-owned energy company.



AUG. 15 The Washington Post reports that the NSA overstepped its legal authority thousands of times, mostly unintentionally.

AUG. 9 **Obama** insists "we have to strike the right balance between protecting our security and preserving our freedoms."



AUG. 1 Russia grants Snowden asylum for one year. He leaves the airport.

OCT. 22 French newspaper *Le Monde* reports that the NSA wiretapped the French delegation to the U.N. and the French embassy in Washington.



51%

OCT. 24 A Gallup poll finds that 51% of Americans are "very concerned" about software that allows government to "tap" all e-mail, searching for incriminating evidence of any kind, down from 63% in 2000.



OCT. 28 Spain summons the U.S. ambassador after a document is released referencing NSA reviews of information on Spanish citizens.



OCT. 31 Documents leaked by Snowden show that Australia has been helping the U.S. spy on China and other Asian nations.



OCT. 31 Senate Intelligence Committee Chair **Dianne Feinstein** introduces a bill to require that the NSA publish an annual transparency report and create other safeguards.



OCT. 30 The Washington Post reports that the NSA and its British counterpart have tapped fiber-optic cables connecting Google's and Yahoo's overseas servers.

OCT. 29 Democratic Senator **Patrick Leahy**, top GOP Representative **Jim Sensenbrenner** (who wrote the Patriot Act), expanding U.S. surveillance) introduce the USA Freedom Act. The bill would limit mass collection of Americans' phone records and Internet activity.



75%

NOV. 8 Obama's approval in Germany plummets to 43% from 75%, a year earlier, according to a poll commissioned by ARD public broadcasting and newspaper *Die Welt*.

NOV. 20 The *Guardian* reports evidence that the NSA is authorized to spy on citizens of Britain and some other close U.S. allies, despite an official nonspying pact.

NOV. 26 A U.N. panel passes a draft resolution pushed by Germany and Brazil expressing concern about the "negative impact" of Internet surveillance.

DEC. 4 The Washington Post reports that the NSA gathers 5 billion cell phone-location records around the world every day.



DEC. 9 Eight tech giants, including Google, Apple, Microsoft and Facebook publish an open letter to Washington demanding surveillance reform.

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chat and text messages you create map your social relations and record your thoughts. Credit-card purchases show spending habits and tastes. Mass-transit databases note when you board subways and buses with fare cards. The search terms you enter into your laptop—preserved by Google in ways that can be used to identify your computer for a standard period of nine months—may tell more about your deepest desires than anything you would ever admit to a friend or lover.

Then there are the emerging technologies that will soon add even more information to the grid: The wearable-computing devices that monitor your pulse. The networked surveillance cameras rigged with facial-recognition software. The smart meters that record what time of night you turn out the lights. Retail companies like Nordstrom and Apple have debuted technologies that use your cell phones to track how long you linger before any single display. The possibilities are dizzying, and your information funds the whole enterprise. "Surveillance is the business model of the Internet," explains Bruce Schneier, a security technologist who has access to some of the documents Snowden provided.

Snowden's theft revealed a massive, secret U.S. national-security state—\$52.6 billion a year, with more than 30,000 employees at the NSA alone—struggling to come to grips with this new surveillance potential in the wake of the 2001 terrorist attacks. Electronic intelligence historically focused on foreign governments and their public officials, but the hijackers who took down the World Trade Center were private individuals, born abroad and living in the homeland. So as the rubble still smoldered, the great arrays set up by the NSA turned inward and shifted focus. The subjects of collection grew to include patterns within entire populations and historical data that could literally retrace the steps of individuals years before they became suspects. The challenge, explained one NSA document made public by Snowden, was to "master global networks and handle previously unimagined volumes of raw data for both passive and active collection."

So new databases were built, and

IN HIS OWN WORDS WHAT SNOWDEN TOLD TIME

'WHAT WE RECOIL AGAINST MOST STRONGLY IS NOT THAT SUCH SURVEILLANCE CAN THEORETICALLY OCCUR, BUT THAT IT WAS DONE WITHOUT A MAJORITY OF SOCIETY EVEN BEING AWARE IT WAS POSSIBLE.'

'THERE IS A TECHNICAL SOLUTION TO EVERY POLITICAL PROBLEM ... IN GENERAL, IF YOU AGREE WITH THE FIRST AMENDMENT PRINCIPLES, YOU AGREE WITH ENCRYPTION. IT'S JUST CODE. ARGUING AGAINST ENCRYPTION WOULD BE ANALOGOUS TO ARGUING AGAINST HIDDEN MEANINGS IN PAINTINGS OR POETRY.'

'The NSA is surely not the Stasi, but we should always remember that the danger to societies from security services is not that they will spontaneously decide to embrace mustache twirling and jackboots to bear us bodily into dark places, but that the slowly shifting foundation of policy will make it such that mustaches and jackboots are discovered to prove an operational advantage toward a necessary purpose.'

'THE PRESIDENT COULD PLAUSIBLY USE THE MANDATE OF PUBLIC KNOWLEDGE TO BOTH REFORM THESE PROGRAMS TO REASONABLE STANDARDS AND DIRECT THE NSA TO FOCUS ITS TREMENDOUS POWER TOWARD DEVELOPING NEW GLOBAL TECHNICAL STANDARDS THAT ENFORCE ROBUST END-TO-END SECURITY, ENSURING THAT NOT ONLY ARE WE NOT IMPROPERLY SURVEILLING INDIVIDUALS BUT THAT OTHER GOVERNMENTS AREN'T EITHER.'

'THERE HAVE OF COURSE BEEN SOME STORIES WHERE MY CALCULATION OF WHAT IS NOT PUBLIC INTEREST DIFFERS FROM THAT OF REPORTERS, BUT IT IS FOR THIS PRECISE REASON THAT PUBLICATION DECISIONS WERE ENTRUSTED TO JOURNALISTS AND THEIR EDITORS. I RECOGNIZE I HAVE CLEAR BIASES INFLUENCING MY JUDGMENT.'

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We lost everything in a fire.



The Red Cross
gave us hope.



On a cold morning, the Red Cross
was there for Angelina and her family
with shoes, warm clothes and shelter.
Every 9 minutes, we help a family
after a home fire.


American Red Cross

Donate at redcross.org

*This holiday, give something
that means something, to someone like*

Angelina



An aerial night photograph of the NSA Central Campus at Fort Meade, Maryland. The image shows a large, multi-story building complex with numerous windows illuminated from within, casting a warm glow. The building is surrounded by extensive parking lots filled with cars, also lit up by streetlights. In the background, more campus buildings and a large, open field are visible under the dark night sky. The overall scene is a sprawling, brightly lit industrial or institutional complex.

SNOOP CENTRAL
THE MASSIVE NSA CAMPUS
AT FORT MEADE, MD.,
OUTSIDE WASHINGTON,
COVERS 5,000 ACRES, OR
ABOUT 20 SQ KM

PHOTOGRAPH BY
TREVOR PAGLEN
FOR TIME

agencies, at least since the 1970s, are subject to a strict, regularly audited system of checks and balances and a complex set of rules that restrict the circumstances under which the data gathered on Americans can be reviewed. As a general rule, a court order is still expected to review the content of American phone calls and e-mail messages. Unclassified talking points sent home with NSA employees for Thanksgiving put it this way: "The NSA performs its mission the right way—lawful, compliant and in a way that protects civil liberties and privacy." Indeed, none of the Snowden disclosures published to date have revealed any ongoing programs that clearly violate current law, at least in a way that any court has so far identified. Parts of all three branches of government had been briefed and had given their approval.

But the court rulings and briefing books that undergird the surveillance programs have long been so highly classified and technically complex that they remained opaque to the public. Snowden believed that the standard for review needed to be different, with transparent public debate and open court proceedings. In the tradition of other national-security whistle-blowers, who have played a role in the messy American system of checks and balances by leaking the Pentagon Papers and the details of President George W. Bush's warrantless wiretapping program, Snowden decided he had an individual obligation to defy his government and his own contractual obligations. "What we recoil most strongly against is not that such surveillance can theoretically occur," he wrote to *TIME*, "but that it was done without a majority of society even being aware it was possible."

At the time Snowden went public, the American people had not just been kept in the dark; they had actively been misled about the actions of their government. The provision of the 2001 Patriot Act that allowed for the collection of American phone records, for instance, was publicly described as analogous to a grand jury subpoena by the Department of Justice, suggesting individual secret warrants. But secret interpretations told a different story. "Tell me if you've ever seen a grand jury subpoena that allowed the government

LIFE IN RUSSIA

SCENES FROM SNOWDEN'S DAYS AND NIGHTS AWAY FROM HOME



AIRPORT EXIT AFTER SPENDING MORE THAN A MONTH IN AN AIRPORT OUTSIDE MOSCOW, SNOWDEN, ESCORTED BY HIS LAWYER, WAS GRANTED A YEAR'S ASYLUM



NEWSMAKER SNOWDEN AND WIKILEAKS' HARRISON, FAR LEFT, AT A NEWS CONFERENCE BEFORE HE WAS ALLOWED TO LEAVE THE AIRPORT



AWARD WINNER SNOWDEN RECEIVED THE SAM ADAMS ASSOCIATES FOR INTEGRITY IN INTELLIGENCE AWARD IN MOSCOW IN OCTOBER

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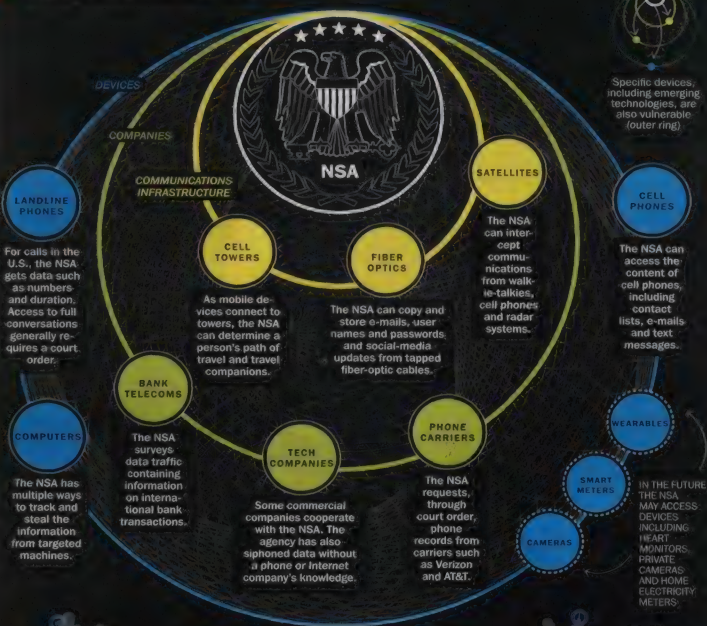
LISTENING IN

THE NSA GATHERS INFORMATION FROM ALL CORNERS OF THE WORLD'S COMMUNICATION SYSTEMS

The NSA can access huge amounts of data (inner rings)



Specific devices, including emerging technologies, are also vulnerable (outer ring)



NOTABLE NSA SURVEILLANCE PROGRAMS

PRISM
Requests information on foreign intelligence targets from American technology companies

MAINWAY
Requests U.S. telecom companies to hand over call records, which are then stored in databases

FAIRVIEW
BLARNEY
BAKSTAR
STORMBREW
Gather communications that move along fiber-optic cables

BULLRUN
Decodes encrypted messages to defeat network security

KEYSCORE
Filters huge amounts of captured data by specific search terms

TRACFIN
Collects results on money transfers and credit-card transactions



Humalog KwikPen is prefilled with mealtime insulin, so it goes just about anywhere you go.

Talk to your doctor to learn more, and go to KwikPen.com for a free trial offer.

Receive 3 free pens

Who should use Humalog?

Humalog is used to treat people with diabetes for the control of high blood sugar.

IMPORTANT SAFETY INFORMATION FOR HUMALOG

What is the most important information I should know about Humalog?

- Do not change the insulin you use without talking to your healthcare provider. Doses of oral antidiabetic medicines may also need to change if your insulin is changed.
- Test your blood sugar levels as your healthcare provider instructs.
- When used in a pump, do not mix Humalog with any other insulin or liquid.

Who should not take Humalog?

- Do not take Humalog if your blood sugar is too low (hypoglycemia) or if you are allergic to insulin lispro or any of the ingredients in Humalog.

Before using Humalog, what should I tell my healthcare providers?

Tell your healthcare providers:

- About all of your medical conditions, including liver, kidney, or heart problems.
- If you are pregnant or breastfeeding.
- About all the medicines you take, including prescription (especially ones commonly called TZDs [thiazolidinediones]) and non-prescription medicines, vitamins, and herbal supplements.

How should I use Humalog?

- Humalog is a rapid-acting insulin. Take Humalog within fifteen minutes before eating or right after eating a meal.
- Always make sure you receive the correct type of Humalog from the pharmacy.
- Do not use Humalog if it is cloudy, colored, or has solid particles or clumps in it.
- Do not mix Humalog with insulin other than NPH when using a syringe. Do not mix or dilute Humalog when used in a pump.
- Inject Humalog under your skin (subcutaneously). Never inject into a vein or muscle. Change (rotate) your injection site with each dose. Make sure you inject the correct insulin and dose.
- Depending on the type of diabetes you have, you may need to take Humalog with a longer-acting insulin or with oral antidiabetic medicines.
- If you forget to take your dose of Humalog, your blood sugar may go too high (hyperglycemia), which can lead to serious problems like loss of consciousness (passing out), coma, or even death.
- Your insulin dose may need to change because of illness, stress, other medicines you take, change in diet, or change in physical activity or exercise.

What are the possible side effects of Humalog?

- Low blood sugar is the most common side effect. There are many causes of low blood sugar, including taking too much Humalog. It is important to treat it quickly. You can treat mild to moderate low blood sugar by drinking or eating a quick source of sugar right away.

If severe, low blood sugar can cause unconsciousness (passing out), seizures, and death. Symptoms may be different for each person. Be sure to talk to your healthcare provider about low blood sugar symptoms and treatment.

- Severe life-threatening allergic reactions (whole-body reactions) can happen. Get medical help right away if you develop a rash over your whole body, have trouble breathing, have a fast heartbeat, or are sweating.
- Reactions at the injection site (local allergic reaction) such as redness, swelling, and itching can happen. If you keep having skin reactions or they are serious, talk to your healthcare provider. Do not inject insulin into a skin area that is red, swollen, or itchy.
- Skin may thicken or pit at the injection site (lipodystrophy). Do not inject insulin into skin with these types of changes.
- Other side effects include low potassium in your blood (hypokalemia), and weight gain.
- Serious side effects can include:
 - swelling of your hands and feet
 - heart failure when taking certain pills called thiazolidinediones or "TZDs" with Humalog. This may occur in some people even if they have not had heart problems before. Tell your healthcare provider if you have shortness of breath, swelling of your ankles or feet, or sudden weight gain, which may be symptoms of heart failure. Your healthcare provider may need to adjust or stop your treatment with TZDs or Humalog.
- These are not all of the possible side effects. Ask your healthcare providers for more information or for medical advice about side effects.

You are encouraged to report negative side effects of prescription drugs to the FDA. Visit www.fda.gov/medwatch or call 1-800-FDA-1088.

How should I store Humalog?

- Unopened Humalog should be stored in a refrigerator and can be used until the expiration date on the carton or label.
- Humalog should be stored away from light and heat. Do not use insulin if it has been frozen.
- Opened vials should be kept at room temperature or in a refrigerator. Opened cartridges or prefilled pens should be kept at room temperature.
- Once opened, Humalog vials, prefilled pens, and cartridges should be thrown away after 28 days.

Humalog is available by prescription only.

For additional information, talk to your healthcare providers and please see information for Patients on following pages. Please see Instructions for Use that accompany your pen.



Partnership for
Prescription Assistance

Humalog KwikPen

insulin lispro injection, USP (rDNA origin)
100 units/mL

Lilly

Information for Patients about

Humalog®

(insulin lispro injection, USP [rDNA origin])

Read the "Patient Information" that comes with Humalog (HU-ma-log) before you start using it and each time you get a refill. There may be new information. This leaflet does not take the place of talking with your healthcare provider about your diabetes or treatment. If you have questions about Humalog or diabetes, talk with your healthcare provider.

What is Humalog?

Humalog is an injectable, rapid-acting, man-made insulin. It is used to treat people with diabetes for the control of high blood sugar. You should take Humalog within fifteen minutes before eating or right after eating a meal.

What is the most important information I should know about Humalog?

- Do not change the insulin you use without talking to your healthcare provider. Doses of oral diabetes medicines may also need to change if your insulin is changed.
- You must test your blood sugar levels as your healthcare provider instructs.
- If you forget to take your dose of Humalog, your blood sugar may go too high (hyperglycemia). If high blood sugar is not treated it can lead to serious problems like loss of consciousness (passing out), coma, or even death.
- Always make sure you receive the correct type of Humalog from the pharmacy. Do not use Humalog if it is cloudy, colored, or has solid particles or clumps in it.
- Do not mix Humalog with insulin other than NPH when using a syringe.
- Inject Humalog under your skin (subcutaneously). Never inject into a vein or muscle. Change (rotate) your injection site with each dose. Make sure you inject the correct insulin and dose.
- When used in a pump, do not mix Humalog with any other insulin or liquid. The infusion set should be changed at least every 3 days. The Humalog in the pump reservoir should be changed at least every 7 days even if you have not used all of the Humalog.
- Taking other medicines known as TZDs (thiazolidinediones) with Humalog may cause heart failure. Tell your healthcare provider if you have any new or worse symptoms of heart failure, such as shortness of breath, swelling of your ankles or feet, or sudden weight gain.

Who should NOT take Humalog?

Do not take Humalog:

- if your blood sugar is too low (hypoglycemia).
- before checking with your healthcare provider regarding any allergies you may have to its ingredients.

What are the possible side effects of Humalog?

- Low blood sugar (hypoglycemia). There are many causes of low blood sugar, including taking too much Humalog. It is important to treat it quickly. You can treat mild to moderate low blood sugar by drinking or eating a quick source of sugar right away. Low blood sugar may affect your ability to drive or operate machinery. Severe low blood sugar can cause unconsciousness (passing out), seizures, and death. Symptoms may be different for each person. Be sure to talk to your healthcare provider about low blood sugar symptoms and treatment.
- Severe life-threatening allergic reactions. Get medical help right away if you develop a rash over your whole body, have trouble breathing, have a fast heartbeat, or are sweating.
- Reactions at the injection site such as redness, swelling, and itching. If you keep having skin reactions or they are serious, talk to your healthcare provider. Do not inject insulin into a skin area that is red, swollen, or itchy.
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- If you are pregnant or breastfeeding.

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- Once opened, Humalog vials, prefilled pens, and cartridges should be thrown away after 28 days.

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Additional information can be found at www.Humalog.com

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Humalog® (insulin lispro injection,
USP [rDNA origin])

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Humalog® (insulin lispro injection,
USP [rDNA origin])

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Better sound through research

I love CDs. He loves Internet radio. What's not to love?



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**Special 90-day,
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Enjoy all your favorite music – instantly and wirelessly. Now you can listen to your CDs, MP3s, AM/FM radio, Pandora® and other Internet radio all from one system. And with six programmable presets, you can hear your favorite playlists, albums or stations – wherever they are – at the touch of a button. Small enough to fit in any room in your house and powerful enough to fill it with lifelike sound, the Wave SoundTouch™ connects to your existing home Wi-Fi® network so no extra equipment is necessary to stream your music. Try it risk-free for 90 days with free shipping and, if you're not fully satisfied, free return shipping. And when you call, ask how you can make easy payments with no interest charges from Bose. Listening to your music has never been simpler – or better. To order, call or visit us online today.

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on an ongoing basis to collect the records of millions of ordinary Americans," said Oregon Senator Ron Wyden, a longtime critic of the programs, in a recent speech.

In a 2012 speech, NSA director Alexander said, "We don't hold data on U.S. citizens," a statement he apparently justified with an unusual definition of the word *hold*. Months later, National Intelligence Director James Clapper told Congress in an open session that the NSA did not "collect" any type of data on millions of Americans. After the Snowden documents were leaked, Clapper apologized for his "clearly erroneous" answer, saying he was only giving the "least untruthful" response possible in an unclassified setting. "When someone says 'collection' to me, that has a specific meaning, which may have a different meaning to him," Clapper said.

Intelligence officials have now been forced to join the public debate, and Obama has authorized the declassification of thousands of pages of documents. Nonetheless, current and former government officials say the way Snowden went about leaking his documents and the documents he selected will cause clear harm to his country's legitimate interests. "We have seen, in response to the Snowden leaks, al-Qaeda and affiliated groups seeking to change their tactics," warned Matthew Olson, director of the National Counterterrorism Center, in July. Snowden has maintained that he did not download information that would put other intelligence officials in danger or give up sources and specific methods to foreign rivals of the U.S. But his disclosures were also not limited to revealing the mass surveillance of otherwise innocent civilian populations.

While in Hong Kong, Snowden gave an interview and documents to the *South China Morning Post* describing NSA spying on Chinese universities, a disclosure that frustrated American attempts to embarrass China into reducing its industrial-espionage efforts against U.S. firms. A story that showed up in *Der Spiegel*, using Snowden documents, showed how British spies working with the U.S. used fake LinkedIn accounts to install malware on the computers of foreign telecom provid-

ers. Other stories have given details on NSA spying operations on traditional surveillance targets like diplomatic delegations at international summits. And many of the most controversial disclosures in the Snowden documents concern not mass surveillance but the targeting of foreign leaders. "They're being put out in a way that does the maximum damage to NSA and our nation," says Alexander. "And it's hurting our industry."

American technology and telecommunications companies, some of which have long histories of cooperating with the NSA, have also suffered as a result, and they are scrambling to increase encryption of their systems and assure foreign customers of their commitment to privacy. A December paper by eight U.S. technology giants, including Apple, Facebook and Google, called on the U.S. government to end to "bulk data collection of Internet communications" and "limit surveillance to specific, known users for lawful purposes." In India, government officials may soon be barred from using e-mail with servers located in the U.S., and recent estimates say the risk to American firms in the emerging marketplace for cloud computing could reach \$180 billion. In a recent earnings call, Robert Lloyd—president of development for Cisco Systems, a provider of Internet hardware—said the revelations were already affecting overseas sales. "It's certainly causing people to stop and then rethink decisions, and that is, I think, reflected in our results," he said.

From Russia, Snowden does not de-


fend every story that has been written, but he says he tried to design his actions to ensure that he was not the ultimate arbiter of what should and should not become public. "There have of course been some stories where my calculation of what is not public interest differs from that of reporters, but it is for this precise reason that publication decisions were entrusted to journalists and their editors," he told *TIME*. "I recognize I have clear biases influencing my judgment."

That question of judgment is at the heart of the issues Snowden has raised. Polls still show Americans largely conflicted about the programs that have been revealed. Since the disclosures, a majority of Americans say they believe their privacy rights have been violated. But polls also show continued willingness to give up limited amounts of privacy as part of efforts to combat terrorism.

The most striking numbers show a generation gap in the way people think about Snowden. Just 35% of Americans ages 18 to 30 say Snowden should be charged with a crime, compared with 57% of those 30 and older, according to a November poll by the *Washington Post* and ABC News. And 66% of young adults say he did the "right thing," compared with 32% of their elders. Younger people, who are moving away from Facebook and embracing technologies like Snapchat, which destroys messages after a few seconds, have also been shown to spend far more time than their elders tightening privacy settings on phones and apps. "Snowden is an effect, not a cause," says General Michael Hayden, a recently retired director of both the NSA and CIA. "This new generation has a different take on where the appropriate line is."

The shifts could have far greater implications than just what apps people choose for their smartphones. Historically, the Fourth Amendment of the Constitution, which offers no protections for noncitizens outside the country, has been the source of privacy protections under U.S. law. But the rhetoric now coming from European governments and even senior officials of the Obama Administration points to broader, as yet undefined rights, which several countries are now seeking to codify in

NONE OF THE
SNOWDEN
DISCLOSURES
PUBLISHED TO DATE
HAVE REVEALED ANY
ONGOING PROGRAMS
THAT CLEARLY VIOLATE
CURRENT LAW

A man with short dark hair, wearing a black long-sleeved shirt, is sitting at a wooden table. He is holding a baby in his left arm. The baby is wearing a light green long-sleeved shirt and green shorts, and is looking towards the camera with its hand near its face. The man's right hand is on the handle of a black Keurig coffee maker, which is dispensing coffee into a white cup. On the table, there is a blue bowl filled with various fruits. In the background, there is a brick wall and a potted plant.

One-hand
wonder

visit Keurig.com



Brew the Love



SAVE THE SCARS

Save all the things that make you unique. **GO YOU**



Every scar on your body is a story. A history book on a knuckle. A vacation slideshow on a knee. A badge of honor under your chin. Some are funny. Some are not. But all are evidence that you survived to tell the tale. You did something someone else didn't. You made a mistake and learned from it. In a way, you're smarter because of them. Stronger because of them. Maybe that's why they stick around. To remind you.

While society may see a scar as an imperfection to cover up, we see what you should embrace. It's just one of the many things that make you an amazingly, wonderfully unique creature. And being true to who you are is the first step in being truly healthy.

Always remember you're one of a kind. And at Cigna, we want to help you stay that way.

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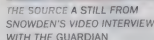
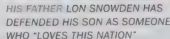
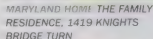
GO YOU



THE FOURTH AMERICAN TO ATTEND Snowden's October awards ceremony was Thomas Drake, who, like Snowden, was a veteran of the NSA and a former contractor for Booz Allen Hamilton. For years after the Sept. 11 attacks, Drake sounded alarm bells with Congress and the military about the NSA's behavior, eventually deciding to give unclassified information about certain programs to a reporter for the *Baltimore Sun*. For this, he was charged under the Espionage Act on flimsy charges that fell apart in court but still caused Drake years of hardship. When the Americans walked in for dinner in Moscow, McGovern remembers that Snowden looked past him and focused on Drake, whom Snowden had never met before but had long regarded as a role model. "I was an inspiration to him," Drake acknowledges. "He represents, for me, the future."

For Snowden, a high school dropout with a GED who grew up just miles from the NSA's headquarters in Maryland, the Internet was also always a source of identity. His father, a Coast Guard officer, and his mother, a clerk in federal court, separated when he was young. As a teen, he spent years playing games online. As a young CIA employee in Switzerland, he vented and socialized regularly on anonymous chat boards. In this virtual space, national borders mattered less, and electronic privacy mattered more. By the time he had risen to become a senior technical consultant for the CIA, working as a Dell contractor, those values remained. "The

WIDEN'S HOME 3000
SPECIAL



At some point in the coming months or years, Snowden's fate will be decided. It is not clear if his asylum in Russia will be renewed. He continues to receive financial support from abroad, and a team of lawyers around the world is working on his behalf, pursuing other asylum applications and waiting on offers of negotiation from the U.S. authorities. Though the Department of Justice has promised not to apply the death penalty, no other offers of leniency have been forthcoming.

Snowden, a libertarian activist who gave up his freedom only to live at the whim of an authoritarian state, has not fully succeeded in that regard. But he will not be the last of his kind, either. Both Assange and Laura Poitras, one of the first journalists Snowden contacted, say his efforts have already emboldened other leakers. "What Snowden did was really empowering," says Poitras. "I mean, think of all the people who have security clearance. There are hundreds of thousands, millions of them. They see that this is really a historic moment, and they are starting to question their belief in the job they were asked to do."

It is an odd corollary to this new era of mass surveillance: the same technologies that give states vast new powers increase the ability of individuals on the inside to resist. Those dynamics are fixed, a code that underpins the world we now inhabit. That is what Snowden ultimately realized and exploited, a matter of simple physics. His example is the most consequential and dramatic, but it is unlikely to be the last. —WITH REPORTING BY SIMON SHUSTER/BERLIN

VISION FOR THE FUTURE

Bridgestone, the world's largest tire manufacturer, is creating innovative, eco-friendly products designed to make society more sustainable.



In harmony with nature



Value natural resources



Reduce CO₂ emissions

THE TRANSPORTATION sector is working hard to reduce the consumption of natural resources, and also lower CO₂ emissions to minimize their environmental impact. Tire manufacturers are no exception. As the world's largest tire and rubber manufacturer, Bridgestone is seeking to make the sustainable society a reality by developing innovative, eco-friendly products for the global market.

The company's Environmental Mission Statement encapsulates its philosophy. Bridgestone wants to "help ensure a healthy environment for current and future generations" by working with all stakeholders to focus on three objectives: promoting ecological conservation and restoration, improving

resource productivity and reducing CO₂ emissions. This short and simple Mission Statement has been translated into 18 languages and is on display at Bridgestone workplace locations around the world. Why? In order to guarantee that the company's 140,000 employees all share the same fundamental philosophy and incorporate it into their everyday activities.

The Bridgestone Environmental Mission Statement is couched in simple language, but the environmental challenges human-

kind faces are far from simple. By 2050, the world population will rise from seven to nine billion, the global economy will expand fourfold and CO₂ emissions are expected to roughly double. Consumption of fossil fuels is likely to peak around 2030. The Long-term Environmental Vision that

Bridgestone published in April 2012 serves as a practical roadmap for fulfilling the three objectives of its Mission Statement.

In the Vision, Bridgestone established clear mid-term targets for 2020—such as improving tire rolling efficiency by 25% (vs. a 2005 baseline); achieving a 35% reduction in CO₂ in both the company's total operations and in "after-use" sales of its products; and achieving CO₂ reductions through improved rolling efficiency that exceed all emissions from the manufacturing process. Bridgestone also established ambitious long-term goals for 2050—including using "100% sustainable materials" and cutting global greenhouse gas emissions by at least 50%, operating more in harmony with nature and contributing to active habitat preservation.

ECO-FRIENDLY TIRES

The company is already hard at work making the innovative products needed to meet these goals. Case in point: ECOPIA, Bridgestone's flagship eco-friendly tire brand. When the company discovered that over 86% of the CO₂ emissions in a tire's life cycle occur at the usage stage, it recognized that reducing rolling resistance can make a significant



ECOPIA with ologiC



contribution to combating global warming.

By using proprietary NanoPro-Tech technology (originally developed for car racing), ECOPIA tires combine reduced rolling resistance with improved wet grip and superior handling. Reduced rolling resistance achieves lower fuel consumption and a reduction in CO₂ emissions.

Originally developed for an electric car in 1991, Bridgestone now offers a full ECOPIA tire lineup for cars, trucks and buses. The company plans to expand the product range further and achieve greater global market share along with its mid-term target of improving rolling efficiency by 25% by 2020.

This March, at the International Motor Show in Geneva, Bridgestone announced that it had successfully developed a new "large and narrow" tire—a completely new category of tire that is narrower and features a larger diameter than conventional tires. Giving the tires larger vertical diameter and increasing their internal pressure greatly limits changes in the shape of the contact patch. In addition, optimization of the tires' structure and materials achieves a rolling resistance coefficient roughly 30% lower than conventional-sized tires (175/65R15). Furthermore, making the tires narrower reduces air resistance, a key factor for improving fuel efficiency. The new tires boast a level of fuel efficiency far in excess of the most fuel-efficient tires Bridgestone already has on the market.

Making the tire narrower also reduces water resistance encountered when driv-

ing along wet roads in the rain. The new tire has been specially designed to have an extra long contact patch and higher contact pressure to improve water repellency between the tire and the road. These features, coupled with the benefits of specially developed compounds, enable the tires to achieve an 8% enhancement in wet grip, improving safety.

Bridgestone named the tire it developed based on this "large and narrow" technology that combines high-level fuel efficiency and safety "ECOPIA with ologic." It plans to introduce it as standard on next-generation autos. This ologic technology should help realize one goal of Bridgestone's Long-term Vision: to contribute to a globally agreed-upon target (50% reduction in CO₂ emissions by 2050).

SHARED IDEALS

Bridgestone supported this year's World Solar Challenge, a 3,000-kilometer trans-Australia race for solar-powered cars, as title sponsor. A showcase for innovative technologies developed for solar-powered vehicles, the concept of the Solar Challenge fits perfectly with Bridgestone's philosophy, which believes in supporting practical initia-



tives aimed at achieving a more sustainable society. With 40 teams from 23 countries taking part in 2013, the 26-year-old race is a global event with a worldwide audience. Through sponsorship of the World Solar Challenge, Bridgestone is able to share its important message of sustainability through technology to the entire world.

Moreover, Japan's Kagakuin Solar Car, a first-time participant in this year's race, was equipped not just with Bridgestone's ECOPIA with ologic tires, but also with EVASKY high-performance photovoltaic film, which contributes to higher productivity and higher durability for solar cells. Inspired by the competitive spirit of the Kagakuin University team, Bridgestone intends to redouble its focus on environmental technologies going forward. ●

NUMBER
THREE
EDITH
WINDSOR
THE
UNLIKELY
ACTIVIST

BY ELIZA GRAY

PHOTOGRAPH BY ROBERT MAXWELL FOR TIME



EDITH WINDSOR'S LIVING ROOM IS FILLED WITH MEMENTOS OF A BATTLE SHE NEVER EXPECTED TO WAGE. GROWING UP GAY IN AMERICA, WINDSOR, NOW 84, MOSTLY KEPT A LOW PROFILE

with her sexuality beyond a vibrant circle of friends. But when her spouse Thea Spyer died in 2012, it triggered a series of events that prompted Windsor to fight for her rights in the U.S. Supreme Court—a fight that concluded with a landmark victory for gay marriage this year.

And so the modest Greenwich Village apartment that Windsor and Spyer shared for more than 30 years now houses trophies alongside relics of the rich life they led together. Near a framed copy of the couple's *New York Times* wedding announcement, there's a photograph of Michelle Obama stooping to give Windsor a tight congratulatory hug. From a pile of thank-you letters she has received, Windsor pulls out a note written in green felt-tip marker by Grace, age 9, thanking her for making it possible for her parents to marry. In her hallway is a piece of artwork with a note from lesbian cartoonist Alison Bechdel that reads, "For Edith! Thank you for paving the way."

Windsor's judicial odyssey began in 2010, when she sued the government for a \$363,053 refund of the estate taxes she had to pay when her spouse died. Under the Defense of Marriage Act, a federal law passed in 1996, the couple's legal marriage in Canada in 2007 didn't qualify them for any federal protections, including the estate-tax exemption for surviving spouses. When the Supreme Court decided 5-4 in Windsor's favor on June 26, it declared DOMA—which excluded gay married couples from some 1,100 federal provisions, like filing joint tax returns and accessing veterans' benefits—unconstitutional. The decision marked the first time the U.S. recognized marriage between partners of the same sex. It was a big win.

Windsor now finds herself transformed into an icon of the gay-rights movement. She wears the mantle well. Feisty, funny and extroverted, Windsor has been, at different points in her life, a

leader. At 13 she was elected vice president of her eighth-grade class. In the 1960s and early '70s, after developing a precocious expertise in computer programming at IBM, she managed (at times reluctant) men. The homes she shared with Spyer in New York City and the Hamptons were salons for many people in the gay and lesbian community. The couple's love and tenacity "empowered the rest of us as we were coming up," says historian and friend Blanche Wiesen Cook.

But like almost all gay people in her generation, Windsor lived a double life. "Most of us have spent most of our lives coming out selectively. It's safe here. It's good here. You can say you have a wife here, but not there," she says. Though she had always been quietly supportive in the gay community, generous with her time and money, she had not been—in the most literal meaning of the word—an activist.

Her case, of course, has changed that. "I can't be more out," she says joyfully.

A HAPPY CHILDHOOD

EDITH WINDSOR, WHO HAS ALWAYS BEEN called Edie, was born in 1929, the youngest of three, to James and Celia Schlain, immigrants from Russia who owned and lived above a candy and ice cream store in a poor part of Philadelphia. When Windsor was 2, the store was quarantined after she and her brother got polio. Her parents lost the store and their house. Despite this, Edie was sheltered from the Depression—her father took a hard-boiled-egg sandwich to work every day for lunch so he could buy books, and little Edie read voraciously. (She still has in her apartment the 19-volume dictionary her father used to learn English.) She was not sheltered from anti-Semitism. Her mother taught her that if a boy called her "a dirty Jew," she should pull his hair and run home.

The family moved to a middle-class

neighborhood because her mother wanted her daughters to meet the right boys. Edie began high school during the war and had dates with boys "every Saturday night of my life." Looking back, Windsor says, she had crushes on girls, but homosexuality wasn't a concept she thought about or applied to herself then. "I didn't even know about it," she remembers. "The first time I became aware, I was at a [college] party with a boy and I was in the kitchen, and the hostess came in and said, 'Do you have homosexual relations?' And I pulled myself together, and I said, 'On occasion.' I never had."

During her time in college, which she started in 1946, Windsor's awareness grew. By chance, she was assigned to write a paper on the 1948 Kinsey report, which argued that homosexuality was more prevalent than previously thought. She fell in love with a girl—a classmate at Temple University—for the first time. "It was both wonderful and terrible," she says. Their romantic relationship caused Edie to break off her engagement to a man. But then, deciding that she didn't want to live life as a gay person, Edie reconciled with him. They eventually married. "In the context of the homophobia that was so prevalent in the 1950s," she wrote in her sworn affidavit to the U.S. District Court for the Southern District of New York, "I certainly didn't want to be a 'queer.' Instead, I wanted to live a 'normal' life."

Though she cared deeply for her husband, the marriage didn't last a year. "He deserved more. He deserved somebody who thought he was absolutely everything. I left. I told him I needed something else," she says. She confided to him that she longed to be with women. When Windsor moved to New York City in the early '50s, the gay community was robust but underground. Sodomy was then outlawed in every state, and the police frequently raided gay bars downtown.



HAPPY COUPLE
WINDSOR, RIGHT, AND
SPYER GOT ENGAGED IN
1967. TO GET MARRIED,
THEY WAITED UNTIL
2007—AND HAD TO GO
TO CANADA

It wasn't easy for a relatively conservative person like Windsor to find other gay people. The first time she went to a gay bar, she got off a bus at Washington Square Park and asked a woman in a trench coat and pink oxfords if there were a bar "where only women go."

"I sat at that damn bar with one drink, and nobody would talk to me," Windsor recalls. "I was way overdressed. I lasted about two hours, and went back uptown." For a while she dated men, and eventually she found a crowd of gay men to be friends with. But lesbians were hard to come by. When she saw a lesbian couple dancing at a gay bar, she says, she thought, "I hope I have that when I'm old."

"I LIED ALL THE TIME"

ONCE IN NEW YORK CITY, WINDSOR FACED a difficult economic reality of the '50s: without a husband, she would have to support herself with a job in a male-dominated workplace. She began master's studies in applied mathematics at New York University in 1955, learned to program computers and started working on the Atomic Energy Commission's UNIVAC computer, which was installed at NYU. When the FBI called for an interview regarding her security clearance, she was sure the agency had discovered she was gay and that she would lose her job. She dressed "feminine" for the interview in crinolines and high heels, she

recalled in her affidavit, but it turned out the investigators wanted to know about her sister's friends in a union. On the strength of her work at NYU, Windsor went to work for IBM in 1958.

She first met Thea Spyer, a striking beauty with a sharp, analytical mind, at a restaurant in 1963. Spyer—who came from a wealthy family in Holland, spoke Dutch, played the violin beautifully and had been thrown out of Sarah Lawrence for kissing

a woman—was playing the field. Later at a party, they danced all night, even after they'd put their coats on to leave, as their irritated dates looked on.

As the couple grew closer, Windsor was forced to keep the relationship quiet at work, which meant distancing herself from the IBM colleagues she loved. When she was single, she went out with them on weekends, "but once I was in love with somebody, I wasn't going to go to the wine

tasting alone, and I wasn't going to bring [Thea], that's for sure," she says. "I lied all the time." To explain why Spyer called her at work, she invented a relationship with Spyer's "brother Willy"—who was actually a childhood doll that Windsor still keeps in her closet.

In 1967, Thea proposed to Edie with a diamond brooch, because an engagement ring would have been too risky. (Homosexuality wouldn't be declassified as a mental illness in the *Diagnostic and Statistical Manual of Mental Disorders* until 1973.) Edie longed to confide in someone about her love. The night before a biannual conference for computer programmers on the West Coast—where members of the small community, who had gotten to know each other over the years, shared the news of their lives—the usually gregarious Edie felt silenced. "I [thought], you know, I'm sitting here not saying anything, and the most important thing in my life has happened," she says. So she told the small group of people about Thea, and it turned out they were supportive.

Family life was just as hard to manage. Spyer's family in Holland disapproved, so the couple spent the first few Thanksgivings after they got engaged at Windsor's sister's house in Philadelphia. That ended, partly because her sister's husband seemed to not want to spend time with a lesbian couple.

CHANGING ATTITUDES

IN 1969, AFTER A POLICE RAID AT A GREENWICH Village gay bar called the Stonewall Inn, the patrons, many of them drag queens, responded with a violent series of riots that began the gay-liberation movement. Suddenly, barriers that had separated factions within the community started to fall. Windsor, who like other members of her generation was unhappy to be associated with "queens," changed her mind after Stonewall. "It was the beginning of seeing another hunk of us—they are human, they don't have horns, and they just changed my life," she says.

During the 1970s and '80s, Windsor

LEGAL ALLY ROBERTA KAPLAN, WINDSOR'S ATTORNEY, BELIEVED SHE WAS THE RIGHT PLAINTIFF



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EDIE AND THEA: A LOVE STORY THE COUPLE'S RELATIONSHIP SPANNED FIVE DECADES, THE NIGHT THEY MET, THEY COULDN'T STOP DANCING. THEA



THAT FOLLOWED, THE COUPLE TRAVELED THE WORLD AND BUILT MODEST BUT VIBRANT HOMES IN GREENWICH VILLAGE AND THE HAMPTONS, WHICH



THEA AS A PSYCHOLOGIST AND EDIE AS A PROGRAMMER AT IBM. THEIR LOVE REMAINED PASSIONATE EVEN AFTER THEA'S MULTIPLE SCLEROSIS PRO



PROPOSED TO EDIE WITH A DIAMOND PIN, ABOVE, IN 1967, AN ENGAGEMENT RING WOULD HAVE DRAWN UNWELCOME ATTENTION. IN THE YEARS



THEY SHARED WITH A GLAMOROUS CIRCLE OF FRIENDS. THEY ALSO GOT INVOLVED IN GAY COMMUNITY ORGANIZATIONS AND BUILT THEIR CAREERS—



ER IN A WHEELCHAIR. THEA DIED IN 2009. THE NEXT YEAR, EDIE LAUNCHED WHAT WOULD BECOME A LANDMARK COURT CASE.

and Spyer lived a lot like any other upwardly mobile professional couple. Windsor worked at IBM, and Spyer built a robust practice as a psychologist. (Edie had to cancel two patients' appointments the day Spyer died.) Spyer was a talented cook, and they hosted dinner parties for a glamorous circle of friends at their apartment in the city and at a modest beach house they had in Southampton. They were active in groups like the East End Gay Organization on Long Island, for which they hosted a yearly party over Memorial Day weekend.

Their life hummed along, but there were moments that reminded them that they were different. When the Lesbian, Gay, Bisexual & Transgender Community Center sent the couple a check to pay back a loan, Windsor recalls being afraid to cash it at her bank. They didn't always feel comfortable in some parts of the gay community, which at the time had its own prejudices. One night at a bar in the Hamptons, responding to criticism from gays who disapproved of how the couple's relationship divided into masculine and feminine roles, Spyer stood on a table and said, "If you don't have room for me butch and her femme, then you don't have a movement." In 1977, Spyer was diagnosed with multiple sclerosis, but she continued to work. Around that time, Windsor left IBM after 16 years to travel and volunteer for gay community organizations.

The 1980s were, of course, a brutal decade for the gay community. AIDS decimated the gay male population, and disapproval of gay sex reached a historic high. A 1988 Gallup poll found that 57% of Americans thought gay sex should be illegal. Windsor lost friends, but she says AIDS, like Stonewall, ultimately brought the community together. "Lesbians lived in one world, and the gay men lived in another world. Then when the AIDS crisis happened, the lesbians flocked in to wait on people and to nurse them. So all of a sudden, that wall came down. We were looking at a much greater hunk of our population and loving it."

As the gay-rights movement got stronger, opponents of equality pushed back harder. Public sentiment toward gay peo-



STANDING PROUD WINDSOR OUTSIDE THE SUPREME COURT WHEN IT HEARD ORAL ARGUMENTS IN MARCH 2013

ple in the 1990s seemed to take one step forward and two steps back. In 1993, after campaigning on a pledge to lift the military's ban on gays, President Bill Clinton brokered a compromise that made "Don't ask, don't tell" official U.S. military policy. That same year, Spyer and Windsor registered as domestic partners when it became possible in New York. When Ellen DeGeneres filmed her coming out on her sitcom in 1997, *TIME* marked the event on its cover—with a photo of DeGeneres captioned "Yep, I'm Gay"—and noted that bomb-sniffing dogs had been brought in to check the TV show's set. In 1998, Matthew Shepard, a gay college student in Wyoming, was tortured and murdered.

In 1996, Congress passed, and Clinton signed, the Defense of Marriage Act for the purpose, according to the House, of expressing "moral disapproval of homosexuality, and a moral conviction that heterosexuality better comports with traditional morality." The law defined marriage for federal purposes as a union between a man and a woman and declared that states

would not be required to recognize same-sex marriages performed in other states.

At first glance, DOMA might have seemed little more than a rubber stamp of the status quo. No states permitted gay marriage in 1996, and according to Gallup, 68% of Americans were against it. But some members of Congress were concerned that gay marriage was on the move. Hawaii's courts appeared ready to support gay marriage; a backlash caused legislators there to pass one of the first two (along with Alaska's) state constitutional amendments targeting gay marriage in 1998. Though marriage had been a goal for some since Stonewall, other gays in the movement considered it either a pipe dream or an antiquated institution that could distract from other, more important issues like employment and housing discrimination or the AIDS crisis. Unsuccessful court challenges on behalf of gay marriage in the '70s led gay groups like the Human Rights Campaign to focus their energies on other things.

The movement didn't gain momentum until the spring of 2004, when Massachusetts became the first state to legalize gay marriage. Opponents, meanwhile, won 11 state constitutional amendments banning gay marriage, while Karl Rove turned it into a wedge issue for President

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 - nosebleeds that happen often
 - menstrual bleeding or vaginal bleeding that is heavier than normal
- bleeding that is severe or you cannot control
- red, pink, or brown urine
- red or black stools (looks like tar)
- cough up blood or blood clots

- vomit blood or your vomit looks like coffee grounds
- unexpected pain, swelling, or joint pain
- headaches, feeling dizzy or weak

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- See "What is the most important information I should know about ELIQUIS?"
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 - trouble breathing or wheezing
 - feeling dizzy or faint

Tell your doctor if you have any side effect that bothers you or that does not go away.

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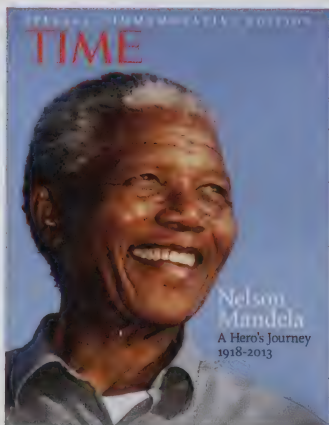
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LIFE TIME

George W. Bush. Though the movement suffered a big loss in California with the passage of the anti-gay-marriage Proposition 8 in 2008, it soon made gains that had seemed impossible a decade earlier. In 2009, gay marriage became legal by court ruling in a Midwestern state, Iowa, and by legislative votes in New Hampshire and Vermont. It passed with Republican votes in New York's legislature in 2011 and by popular vote in 2012 in Maryland and Maine.

Meanwhile, in 2007, after Spyer got a bad prognosis related to a heart condition, which she would eventually die of, she and Windsor decided to go to Canada with the help of a filmmaker and gay-marriage activist who had become an expert at shepherding gay couples across the border to get married. It was not an easy trip for Spyer, whose worsening MS had made her quadriplegic by that time. When their wedding announcement ran in the *New York Times*, dozens of people from Windsor's past life—including old IBM colleagues who finally learned that she was gay—called to congratulate her.

Spyer died quietly at home in 2009. Brokenhearted, Edie was hospitalized with a heart attack. She was then served with a \$363,053 estate-tax bill on property that Spyer had left her. Spouses are exempt from the estate tax, so Windsor filed for a refund from the IRS. It was denied. Because of DOMA, the federal government didn't recognize her marriage.

Furious, Windsor did what so many other ordinary gay people in her generation had been forced to do in response to adversity: she decided to fight. After gay-rights organizations turned her down—she worried, among other things, that she was too privileged to serve as the face of an important case—she connected with Roberta Kaplan, a lesbian and corporate litigator at Paul, Weiss, Rifkind, Wharton & Garrison, who had argued in favor of gay marriage before New York's highest court. In their 2010 suit, Windsor and Kaplan argued that DOMA violated the constitutional right to equal protection. The momentum was with them. In 2011—for the first time in history, according to Gallup—a majority of Americans supported legalizing gay marriage.

PEOPLE NOW STOP HER ON THE STREET TO TELL HER THEY ARE GETTING MARRIED OR TO ASK ADVICE ABOUT LOVE

In 2012, when the U.S. Second Circuit Court of Appeals ruled in Windsor's favor, Windsor told *TIME*, "The amount of dignity that just fell off onto people was incredible."

A TIME FOR JOY

IT IS DIFFICULT TO OVERSTATE THE PRACTICAL benefits to every gay American following Windsor's victory in June. After the Supreme Court decision, gay couples could file joint tax returns, get access to veterans' and Social Security benefits, hold on to their homes when their spouses died and get green cards for their foreign husbands and wives. For many couples—especially those with children and those without means—these benefits and protections are not merely symbolic. At the beginning, for Windsor and Kaplan, the case was about getting Edie her money back.

What Edie knew, and has since made clear, is that marriage equality has effects that go far beyond the practical. Part of the significance of the case for Windsor has been newfound freedom to be out completely. She started hearing from people she had assumed would never accept her because she was gay and learned that they didn't care. (Her deceased ex-husband's wife, after reading about her case, called to talk about how fondly he had spoken of her.)

Marriage equality, like Stonewall and the AIDS crisis, is the next step for members of the gay population to get to know one another. "There is this growth of a sense of community that is glorious," Windsor says. "Try, if all your life you


knew you couldn't have it and now suddenly you can, or suddenly it looks like you are going to be able to because people are fighting for it and working at it. So everybody is up and everybody is out more and more." Bringing more people out of the closet accomplishes the things she hoped would happen with marriage: a breakdown of internalized homophobia, an antidote to a feeling among some gay teenagers that being gay is the "end of their whole life." It has also accelerated the movement, she says. "It balloons—the more of us there are, the more of us there are, the more of us there are. And it's joyous. It's very joyous."

Right now Windsor is the matriarch of the gay movement. She has accelerated a positive shift that was already taking place. The Supreme Court decision in her case smoothed the way for New Jersey's high court to legalize gay marriage there in October. The same thing may happen soon in New Mexico. When Windsor's lawsuit was filed in 2010, gay marriage was legal in five states. Now it is legal in 16. Windsor's role has its challenges—speaking several times a week and living as a public figure for the first time in her life is tiring. (Although if her new convertible and plans to appear on a Caribbean cruise with Maya Angelou in February are any indication, she won't let that stop her.)

Mostly, Windsor is having fun, enjoying meeting all the people in the past few months who stop her in the street to tell her they are getting married or to ask her advice about love. "My life is much richer," she says. In a letter a couple of months before the Supreme Court decision, Terrence McNally, the gay playwright and a friend, wrote, "Thank you for letting us crown you our queen (we never really asked; we just sort of thrust a crown and scepter on you) and being so gracious about it. It can't always be easy or comfortable to be EDIE WINDSOR!!! But I hope Edie Windsor understands how important the other Edie, Queen Edie, is to our community at this moment in our incredible story." ■

PARTNERS WINDSOR WITH A PICTURE OF HER LATE SPOUSE





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A FEW YEARS AGO, A HIGH-RANKING U.S. INTELLIGENCE OFFICIAL WAS ASKED WHAT HE MOST WANTED TO KNOW ABOUT BASHAR ASSAD, THE SYRIAN LEADER. "WHETHER

he's Michael or Fredo," he replied. "Whether Syria's [leadership] is singular or plural."

The Corleone reference, from *The Godfather*, was apt. The Assads have run Syria as a mafia family business since 1970, when Bashar's father Hafez Assad gained control in a Baathist coup. The Assads are Alawites, a Shi'ite-related minority sect, and Hafez Assad ruled his 80% Sunni country with a relentless brutality. In 1982 he put down a rebellion by the Muslim Brotherhood in the city of Hama, killing an estimated 20,000 people.

Bashar Assad was not expected to succeed his father. He had been trained in England as an ophthalmologist and was married to a stylish investment banker. His charismatic older brother Bassel was the designated successor, but Bassel died violently in a car crash, and when Hafez died in 2000, Bashar became a rather unlikely President of Syria.

He didn't look like a tyrant. He was gawky-tall, soft-spoken, with a half-hearted mustache and milky blue eyes. At first, some in the U.S. intelligence community believed he was a front man for a family consortium that included his older sister Bushra and her husband General Assef Shawkat, who controlled the Syrian intelligence services; there was also a younger brother, Maher, an alleged hothead in charge of the army's Republican Guard.

When I interviewed Assad in 2005, it was difficult to tell if he was Michael or Fredo or someone else entirely. He was not at all bombastic or egomaniacal; he seemed a bit nervous. And yet he was thoughtful, eager to engage in a real conversation rather than filibuster the interview, the usual *modus operandi* for despots. He sat slouched on a couch—not exactly the body

language of an aggressor—and seemed boggled by his predicament.

He knew he was dancing through a minefield. President George W. Bush had sent the "with us or against us" message to the region after the 9/11 terrorist attacks, and Syria was trying to be both and neither. The government had allowed a de facto safe haven for the funders of Iraq's Sunni rebels and for assorted anti-Israel terrorist groups. The Syrian intelligence forces were suspected of abetting Hizbullah in the assassination of former Lebanese Prime Minister Rafiq Hariri. And the Assads were Iran's main ally in the region. Syria's contradictory tangle of allegiances and private arrangements was, in fact, a perfect exemplar of the mind-numbing complexity of Middle East politics.

Assad talked wistfully about his desire to finish his father's peace negotiations

with Israel. He said he wanted to be a "good neighbor" in the region. He said he was intending to pull all Syrian troops out of Lebanon in the next few months—a statement immediately contradicted by his own government but which turned out to be true. As I was leaving, he said, "Send this message: I am not Saddam Hussein. I want to cooperate."

That man—that slightly overwhelmed prisoner of the palace—seems very different from the Bashar Assad we've come to know. He is unquestionably Michael now. His brother-in-law, the intelligence director Shawkat, was killed in a Damascus bombing in 2012; his younger brother Maher was severely injured in another bombing. Bashar stands alone in the rubble, presiding over a regime that has surpassed the brutality of his father's by orders of magnitude—an



FAMILY ALBUM PRESIDENT NIXON MET WITH SYRIA'S FIRST FAMILY IN 1974. ASSAD AND HIS BROTHERS ARE IN THE FRONT ROW

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NOW NEED SOME HELP, SO I'M HIRING

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estimated 126,000 dead; more than 1,000, including over 400 children, killed by chemical weapons; hundreds of thousands wounded; more than 2 million refugees fled to neighboring countries. "He's much worse than his father," says Leslie Gelb, president emeritus of the Council on Foreign Relations. "He has killed relentlessly and without any attempt to reconcile with his opponents. He seems to believe that if he just keeps killing them, they will eventually give up."

SHREWDNESS AND SAVAGERY

IT APPEARS TO BE WORKING. THE TIDE HAS turned his way in the civil war that began in the Arab Spring of 2011. He has

DOCTOR TURNED DESPOT
AFTER HIS SUDDEN
APPOINTMENT AS
PRESIDENT IN 2000,
ASSAD, RIGHT, RELIED
HEAVILY ON ADVISERS
LIKE ARMY CHIEF OF STAFF
ALI ASLAN, LEFT

survived, even though the bulk of the world—except for Iran, Russia and China—wanted to see him deposed after his Aug. 21, 2013, chemical attack on the Sunni suburbs of East Damascus. He survived because, unlike Saddam, he had a very precise sense of his own mortality, a very precise sense of the steps needed to placate the U.S. and ensure his survival. In the process, he made Barack Obama seem irresolute and foolish, an American President who threatened military action, then backed down, then threatened again—before finally agreeing to a Russian-initiated deal to get rid of the Syrian chemical stockpile. There was great skepticism that Assad would

actually cooperate in this process, but he had made several very clear-eyed military and political calculations of the sort that eluded Saddam and most of the other myopic despots in the region. He knew that if he didn't adhere to the deal, Obama would have no choice but to obliterate the Syrian air force—and Assad needed the air force far more than he needed the chemical weapons; it was his primary enforcement mechanism in his war against the rebels. He also realized that by agreeing to the deal, the Obama Administration would tacitly acknowledge his legitimacy as the leader of Syria. The U.S. and the rest of the world would have to negotiate with him over the terms of the disposal. It was a move that would have made Michael Corleone proud.

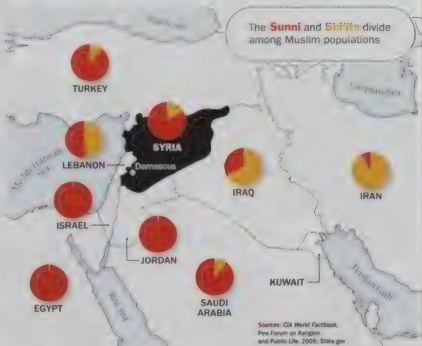
Assad's apparent survival will have an enormous, and perhaps surprising, impact on the Middle East. The massacre of so many Sunnis has certainly exacerbated the sectarian chasm in the region. Iran has won a victory in Syria and another victory at the nuclear negotiating table. Indeed, the Sunni calculus has Iran much empowered by the events of the year, including the ascension of the seemingly moderate, and temperate, regime of Iranian President Hassan Rouhani and Foreign Minister Mohammad Javad Zarif.

This, in turn, has created the potential for an unlikely new alliance in the region. The Israelis and the Saudis have long had near identical national-security interests; they have privately shared intelligence about the Iranian threat for years. The Saudis are worried about an Iranian nuclear weapon but also that Iran and Iraq will foment trouble in their Eastern province, home to most of the Saudi petroleum reserves—and also home to most of the kingdom's Shi'ites. The Israelis are worried not only about an Iranian nuclear weapon but also about the threat of Iran-supported terrorist organizations like Hizballah and Hamas.

The perception of Iran's new strength is matched by a fear of U.S. weakness. Obama's willingness to deal with both Assad and Iran has been blasted, publicly, by the Saudis and Israelis. Obama's moves—plus the dwindling

DELICATE BALANCE

THE SUNNI-SHI'ITE CONFLICT IN SYRIA COULD IGNITE THE REGION'S SECTARIAN TINDERBOX



A TIMELINE OF TURMOIL

MARCH 2011 Inspired by the Arab Spring, demonstrators in Damascus set fire to Baath Party headquarters to protest the country's 48-year state of emergency.

AUGUST 2011 Amid a brutal crackdown by Assad's forces, President Obama and other world leaders call for Assad to step down.

OCTOBER 2011 The death toll climbs above 3,000 as protests turn increasingly violent.

MAY 2012 Assad tells his parliament that the country faces a "real war." The fighting begins to take on a sectarian bent: the regime is

mostly Shi'ite, and the opposition is mainly Sunni and includes jihadist fighters.

JULY 2012 A Damascus bombing kills Assad's brother-in-law Assef Shawkat and Defense Minister Dawoud Rajiha and reportedly costs Assad's brother Maher his leg.

AUGUST 2012 Obama warns the Assad regime that the use of chemical or biological weapons would cross a "red line" and potentially provoke a U.S. military response.

APRIL 2013 The U.S. and Britain demand an investigation into reports that Assad's forces used chemical weapons.

JUNE 2013 The war's death toll is reported at 100,000.

AUGUST 2013 The number of Syrian refugees is reported at nearly 2 million. The U.S. says Syria likely used chemical weapons in an attack that killed 1,429 people. Obama says he will seek approval from Congress for military action.

SEPTEMBER 2013 The U.S. agrees to a Russian proposal requiring Assad to give up his chemical weapons.

OCTOBER 2013 Assad allows international inspectors to enter Syria and begin destroying his chemical-weapons stockpile.

EXCELLENCE IN LAW 2013



Marc Grossman



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Journal of Interpersonal Violence 26(12)

For providers, the benefits followed by a 2-point increase in gross income. We also found that providers spent about 10% less on laboratory equipment during the study, though the demand for their other laboratory equipment increased by only 2% over the study period. Together, these results suggest that providers' net gain from the program is positive.

John G. Brown

EXCELLENCE ^{IN} LAW 2013

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Attorney Martha L. Arias is a recognized immigration law attorney in Miami. She has over 10 years of experience helping clients with business visas.

Attorney Arias is best known for representing immigrants before the immigration court and Citizenship and Immigration Services.



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David Katz focuses his practice on DUI Defense. He has been the featured speaker at national DUI conferences, where he teaches DUI trial skills to attorneys from all across the country. He has authored or co-authored 6 books on DUI defense. Mr. Katz has won many awards for client service and been recognized in National Publications including Newsweek.



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Palm Beach Brain & Spine
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Wellington, FL 33414
T. (561) 844-0120
www.pbbsneuro.com

Dr. Amos Daré is a graduate of Yale Medical School, a fellow of the MD Anderson Cancer Center and Medical Director of the prestigious Palm Beach Brain and Spine Center in South Florida.

Dr. Daré is committed to delivering the highest quality of care and superior service to his patients by utilizing the most up-to-date breakthroughs and technology in Neurosurgery. He specializes in minimally invasive surgery, functional non-fusion spine surgery and treatment of cancer of the brain and spine.

Dr. Daré has helped to restore patients to their highest potential of activity in the community, maintaining that his patients should "Dare to Live Free of Pain™".

Dr. Daré is the author of several scientific articles and books in neurosurgical journals and textbooks. He is well respected by his peers.



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American need for Saudi oil—are seen as harbingers of a new era of war-sick timidity by the U.S.

Ten years ago, the Saudi crown prince promised to recognize Israel if it made peace with the Palestinians. There was some skepticism about this: the offer was made to *New York Times* columnist Thomas Friedman and not directly to the Israelis. But the possibility is not so unthinkable anymore. “Not only are there common security interests between Israel and the Saudis,” says Shai Feldman, an Israeli security expert and director of the Crown Center at Brandeis University, “but there is also a strong economic case to be made” for an alliance. Israel needs oil and markets; Saudi Arabia needs technology and the security provided by the most formidable—and nuclear armed—military in the region. “Bibi Netanyahu’s economic dream has always been to be the Singapore of the Middle East,” Feldman says. “That dream may be within his grasp. Provided, of course, that he is willing to make the difficult decisions required to reach peace with the Palestinians.”

In fact, Netanyahu is now faced with

THE RED LINE MORE THAN 400
CHILDREN WERE KILLED BY NERVE GAS
IN A DAMASCUS SUBURB ON AUG. 21

an existential calculation similar to Assad’s: a peace deal with the Palestinians contains obvious security and domestic political risks—the West Bank settler movement is a powerful force in Israel; the Palestinians have always been recalcitrant in face-to-face negotiations. But diplomatic acceptance by the Arab League, and an implicit security alliance with the Saudis, would be a major step toward Israel’s dream of full acceptance in the region.

NEW OPPORTUNITIES

THE POSSIBILITY OF GOOD NEWS IN THE Middle East is almost always dashed by the preponderance of bad actors. The roadblocks to a grand bargain—not the least of which is the surreptitious Saudi funding of al-Qaeda and Wahhabi extremists—are prodigious. But the U.S. can help with clever diplomacy. John Kerry’s State Department has made a strong push for progress in the West Bank talks. The U.S. negoti-

ating team recently added a significant player in David Makovsky, a regional expert who has drawn the most detailed and plausible maps for land swaps between the Israelis and Palestinians. There is speculation that the U.S. will put a comprehensive Middle East peace plan on the table in the summer of 2014, the first since Bill Clinton’s last-minute proposal at Taba in January 2001.

That would be a mistake. The U.S. has lost a great deal of stature because of Bush’s Iraq invasion and Obama’s vacillations. Its public actions in the region have seemed either clunking, neocolonial interventions; naive fantasies about democracy in countries without a substantial middle class; or hollow, unplanned rhetoric and dithering. A better role for the U.S. would be to use its convening power to mediate a deal privately, to nudge the Saudis and the Gulf states toward real economic and security arrangements with the Israelis and to reassure Netanyahu that he is acting in the best long-term interests of his country.

Assad’s survival in 2013 may have opened the door to new diplomatic possibilities in 2014, but the Syrian dictator should not sit easy on his contaminated throne. There is no guarantee that the current Syria will be the country that emerges from this period of upheaval. Already, the Syrian Kurds have joined with their Iraqi cousins in a de facto alliance—and the Iraqi Kurds are now selling oil directly to the Turks in defiance of the Shi’ite government in Baghdad. The Sunnis of western Iraq and eastern Syria have found common cause as well. The straight-line borders, drawn in the sand by Europeans during World War I, may soon be revised by the people who actually live there. The likely consequence is another generation of turbulence, which will make the need for stable allies all the more important in the region.

But, for the moment, Bashar Assad—the mild-mannered ophthalmologist turned Old Testament tyrant—has taught his neighbors an ancient lesson: that absolute, unrelenting brutality combined with geostrategic cleverness is the most likely way to retain power in the Middle East. ■

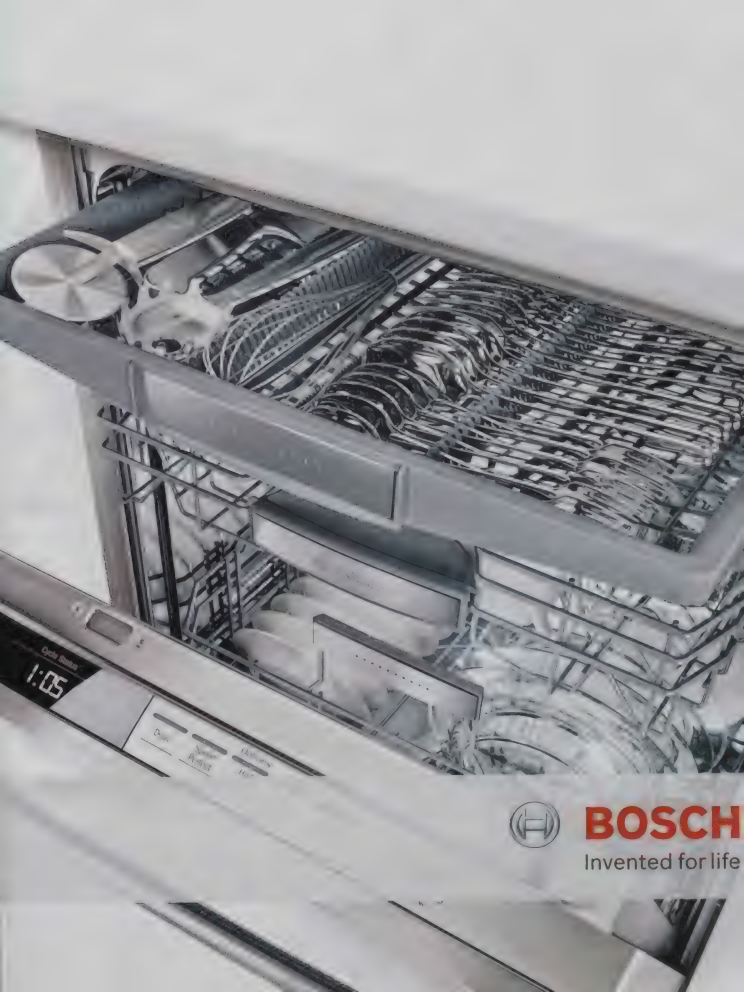
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BY DAVID VON DREHLE

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THEY DON'T TEACH THIS STUFF IN EIGHTH-GRADE CIVICS CLASS: A FRESHMAN U.S. SENATOR FROM THE MINORITY PARTY PROVOKES A SHUTDOWN OF THE FEDERAL GOVERNMENT IN A HOPELESS QUEST

to undo the President's signature legislative achievement. The nation flirts with a potentially disastrous default while the populace looks on in disgust. And when the instigator tries to explain himself during one of the longest speeches in Senate history, somehow he ends up reciting Dr. Seuss's *Green Eggs and Ham*.

The faux filibuster to "defund Obamacare" waged by Senator Ted Cruz of Texas made him so unpopular with his fellow Republicans (Democrats scarcely concealed their delight) that they might have made him walk the plank—except that the GOP's approval ratings were sinking so fast that even the plank was underwater.

Plus, anyone steeped in Washington politics could see that Cruz was already dead from this massive self-inflicted wound.

But to Cruz, 42, that is precisely the reason he believes he is winning. The young barn burner is convinced that "official Washington"—his umbrella term covering the old guard of both parties—is hopelessly out of touch with the voters, so he wears the scorn like a crown of laurel. If the Establishment says he's finished, he concludes, he must be making headway. If they're so sure he's wrong, he must be doing something right.

"Changing Washington isn't easy, and we shouldn't be surprised when official Washington fights back," he told *TIME* in an end-of-year interview. "People who were used to making decisions in smoky rooms behind closed doors don't know how to operate in today's world, where people have direct access to information, can form their own opinions and know how to make their views heard."

Since the shutdown, his story has taken yet another twist. At the moment when Cruz was thought to be in the greatest peril, the unlikely figure of President Obama further bolstered his confidence in eventual success. The insurance exchanges that are key to Obama's health care reforms were

launched—with great fanfare—via lead balloon. Two months of fiasco and snafu thoroughly scuffed up the Obamacare brand and shifted the spotlight away from Cruz's brinkmanship. He now says that his seeming defeat was actually a victory. "We did not ultimately succeed in defunding Obamacare," he allowed. "But the fight succeeded in elevating attention to the problems."

THE SHUTDOWN GAMBIT

VOTERS AND HISTORIANS WILL WRITE THE final verdict on Cruz's rogue government shutdown. The fact that he was able to pull it off over the objections of Republican leaders is enough to make him stand out in a dizzying year of factional politics. Cruz is this year's harbinger of an emerging reality of power politics, one that favors audacious upstarts and punishes pragmatism. Love him or hate him, Cruz is a vision of the future. In this new order, seniority and collegiality count for far less than moxie and a passionate Twitter following. This little-known lawyer, in his first campaign for elective office, knocked off one of the most powerful and experienced pols in Texas to win a seat in the U.S. Senate, and within a matter of months, he had backed the Speaker of the House into a corner.

Cruz, the former solicitor general of

Texas (an appointed position), picked up a Tea Party torch in the 2012 race to fill the seat of retiring Senator Kay Bailey Hutchison. The formidable lieutenant governor, David Dewhurst, had money and endorsements on his side, but Cruz had a cadre of intense supporters who knew how to leverage new forms of communication. He won going away. When Cruz arrived in Washington, he found the GOP dazed amid the wreckage of Mitt Romney's loss. The old guard counseled moderation, but Cruz and his renegade soul mate, Senator Mike Lee of Utah, suggested cranking the ideological amplifier to 11.

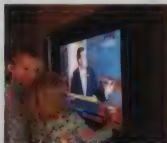
Their idea—which received little support from Republican leaders—was to press House Republicans to block payments related to health care reform. "Repeal it" was a moribund message, given Obama's reelection. "Defund it" could fill the void.

Everyone knew the President would never sign a spending resolution that gutted his pet reforms. And Washington veterans recalled the last time Republicans pushed a Democratic President into a government shutdown. It was 1995, and it cost them badly.

Cruz and Lee took it to the grassroots, pushing their plan on television, in conservative blogs, on the radio, in speeches—and soon they were counting some 2 million supporters registered at DontFundIt.com. "What the American people did was breathtaking," Cruz marveled. "They burned up the phone lines" to Congress. The Cruz-backed resolution passed the House and stalled in the Senate, just as everyone had predicted. The government closed. The possibility of a default on the federal debt loomed. And after Cruz had his Sam-I-Am moment and the country realized he had no exit strategy, the whole thing fizzled away.

Until someone finds an amplifier that goes up to 12, anyway.

Coming at the end of a rookie year in which Cruz also played a role in blocking



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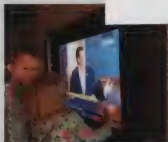
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launched—with great fanfare. Two months of fiasco roughly scuffed up the launch and shifted the spotlight to brinkmanship. He now, having suffered a crushing defeat, is actually a victory. He will ultimately succeed in his quest to defund Obamacare," he allowed. "But I'm elevating attention to it."

THE SHUTDOWN GAME

VOTERS AND HISTORIANS: The final verdict on Cruz's role in the shutdown. The fact that he took it off over the objection of the leadership is enough to make in a dizzying year of fact: this is this year's harbinger of the end of power politics, one of the most vicious upstarts and puns: Love him or hate him, Cruz is the future. In this new world, collegiality counts for as much as a passionate Twitter rant. A little-known lawyer, in his first foray into elective office, knocked the most powerful and experienced Texas politician to win a seat in the Senate in a matter of months. The Speaker of the House

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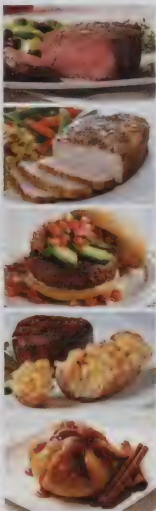
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new gun-control measures and challenging the Administration on the lethal use of drones, the shutdown episode left many Republicans with mixed emotions. "I think Ted's a very talented, principled conservative and heartily support his efforts, but it was a terribly stupid thing to force the shutdown," says Michael Carvin, a leading conservative lawyer in Washington, whose former firm gave Cruz one of his first jobs.

And Cruz's brash gambit—which followed earlier clashes with veteran Senators John McCain and Dianne Feinstein as well as former Senator Chuck Hagel (now the Secretary of Defense)—made it pretty clear that Cruz isn't planning on a long career in the Senate. No working his way up the ladder rung by rung to a lofty chairmanship.

That's the old way of doing things, and it requires at least a modicum of deference to seniority and an ability to address one's bitterest enemies as "my good friend." For that matter, the whole idea of the Senate as a deliberative body that's slightly above the fray is passé, Cruz told me. "The Senate has become the battleground for the fight to turn this country around," he said.

Instead, Cruz—like his fellow Tea Party freshmen Rand Paul of Kentucky and Marco Rubio of Florida—appears to be eyeing a path blazed by his nemesis, President Obama, in which the Senate is just a pit stop in a grander race. Though Cruz disagrees with nearly everything the President believes in, he appreciates Obama as a political tactician. "I respect President Obama as

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SYMBICORT does not replace rescue inhalers for sudden symptoms.

Be sure to tell your health care provider about all your health conditions, including heart conditions or high blood pressure, and all medicines you may be taking. Some patients taking SYMBICORT may experience increased blood pressure, heart rate, or change in heart rhythm.

Do not use SYMBICORT more often than prescribed. While taking SYMBICORT, never use another medicine containing a LABA for any reason. Ask your health care provider or pharmacist if any of your other medicines are LABA medicines, as using too much LABA may cause chest pain, increase in blood pressure, fast and irregular heartbeat, headache, tremor, and nervousness.

Patients taking SYMBICORT should call their health care provider or get emergency medical care:

- if you experience serious allergic reactions including rash, hives, swelling of the face, mouth and tongue, and breathing problems.

- if you think you are exposed to infections such as chicken pox or measles, or if you have any signs of infection. You may have a higher chance of infection.
- if you experience an increase in wheezing right after taking SYMBICORT, eye problems including glaucoma and cataracts, decreases in bone mineral density, swelling of blood vessels (signs include a feeling of pins and needles or numbness of arms or legs, flu-like symptoms, rash, pain and swelling of the sinuses), decrease in blood potassium, and increase in blood sugar levels.

If you are switching to SYMBICORT from an oral corticosteroid, follow your health care provider's instructions to avoid serious health risks when you stop using oral corticosteroids.

Common side effects include inflammation of the nasal passages and throat, thrush in the mouth and throat, bronchitis, sinusitis, and upper respiratory tract infection.

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SYMBICORT 160/4.5 is for adults with COPD, including chronic bronchitis and emphysema. You should only take 2 inhalations of SYMBICORT twice a day. Higher doses will not provide additional benefits.

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WHAT IS THE MOST IMPORTANT INFORMATION I SHOULD KNOW ABOUT SYMBICORT?

People with asthma who take long-acting beta₂-agonist (LABA) medicines, such as formoterol (one of the medicines in SYMBICORT), have an increased risk of death from asthma problems. It is not known whether budesonide, the other medicine in SYMBICORT, reduces the risk of death from asthma problems seen with formoterol.

SYMBICORT should be used only if your health care provider decides that your asthma is not well controlled with a long-term asthma control medicine, such as an inhaled corticosteroid, or that your asthma is severe enough to begin treatment with SYMBICORT. Talk with your health care provider about this risk and the benefits of treating your asthma with SYMBICORT.

If you are taking SYMBICORT, see your health care provider if your asthma does not improve or gets worse. It is important that your health care provider assess your asthma control on a regular basis. Your doctor will decide if it is possible for you to stop taking SYMBICORT and start taking a long-term asthma control medicine without loss of asthma control.

Get emergency medical care if:

- breathing problems worsen quickly, and
- you use your rescue inhaler medicine, but it does not relieve your breathing problems.

Children and adolescents who take LABA medicines may be at increased risk of being hospitalized for asthma problems.

WHAT IS SYMBICORT?

SYMBICORT is an inhaled prescription medicine used for asthma and chronic obstructive pulmonary disease (COPD). It contains two medicines:

- **Budesonide** (the same medicine found in Pulmicort® Flexhaler®), an inhaled corticosteroid. Inhaled corticosteroids help to decrease inflammation in the lungs. Inflammation in the lungs can lead to asthma symptoms.
- **Formoterol** (the same medicine found in Foradil® Aerolizer®). LABA medicines are used in patients with COPD and asthma to help the muscles in the airways of your lungs stay relaxed to prevent asthma symptoms, such as wheezing and shortness of breath. These symptoms can happen when the muscles in the airways tighten. This makes it hard to breathe, which, in severe cases, can cause breathing to stop completely if not treated right away.

SYMBICORT is used for asthma and chronic obstructive pulmonary disease as follows:

Asthma

SYMBICORT is used to treat symptoms of asthma and prevent symptoms such as wheezing in adults and children ages 12 and older.

Chronic Obstructive Pulmonary Disease

COPD is a chronic lung disease that includes chronic bronchitis, emphysema, or both. SYMBICORT 160/4.5 mcg is used long term, two inhalations daily, to help improve lung function for better breathing in adults with COPD.

WHO SHOULD NOT USE SYMBICORT?

Do not use SYMBICORT to treat sudden severe symptoms (in asthma or COPD) or if you are allergic to any of the ingredients in SYMBICORT.

WHAT SHOULD I TELL MY HEALTH CARE PROVIDER BEFORE USING SYMBICORT?

Tell your health care provider about all of your health conditions, including if you:

- have heart problems
- have high blood pressure
- have seizures
- have thyroid problems
- have diabetes
- have liver problems
- have osteoporosis
- have an immune system problem
- have eye problems such as increased pressure in the eye, glaucoma, or cataracts
- are allergic to any medicines
- are exposed to chicken pox or measles
- are pregnant or planning to become pregnant. It is not known if SYMBICORT may harm your unborn baby
- are breast-feeding. Budesonide, one of the active ingredients in SYMBICORT, passes into breast milk. You and your health care provider should decide if you will take SYMBICORT while breast-feeding.

Tell your health care provider about all the medicines you take including prescription and nonprescription medicines, vitamins, and herbal supplements. SYMBICORT and certain other medicines may interact with each other and can cause serious side effects. Know all the medicines you take. Keep a list and show it to your health care provider and pharmacist each time you get a new medicine.

HOW DO I USE SYMBICORT?

Do not use SYMBICORT unless your health care provider has taught you and you understand everything. Ask your health care provider or pharmacist if you have any questions.

Use SYMBICORT exactly as prescribed. **Do not use SYMBICORT more often than prescribed.** SYMBICORT comes in two strengths for asthma: 80/4.5 mcg and 160/4.5 mcg. Your health care provider will prescribe the strength that is best for you. SYMBICORT 160/4.5 mcg is the approved dosage for COPD.

- SYMBICORT should be taken every day as 2 puffs in the morning and 2 puffs in the evening.
- Rinse your mouth with water and spit the water out after each dose (if puffs of SYMBICORT). This will help lessen the chance of getting a fungus infection (thrush) in the mouth and throat.
- Do not spray SYMBICORT in your eyes. If you accidentally get SYMBICORT in your eyes, rinse your eyes with water. If redness or irritation persists, ask your health care provider.
- Do not change or stop any medicines used to control or treat your breathing problems. Your health care provider will change your medicines as needed.
- While you are using SYMBICORT 2 times each day, do not use other medicines that contain a long-acting beta₂-agonist (LABA) for any reason. Ask your health care provider or pharmacist if any of your other medicines are LABA medicines.
- SYMBICORT does not relieve sudden symptoms. Always have a rescue inhaler medicine with you in treat sudden symptoms. If you do not have a rescue inhaler, call your health care provider to have one prescribed for you.

Call your health care provider or get medical care right away if:

- your breathing problems worsen with SYMBICORT
- you need to use your rescue inhaler medicine more often than usual
- your rescue inhaler does not work as well for you as relieving symptoms
- you need to use 4 or more inhalations of your rescue inhaler medicine for 2 or more days in a row
- you use one whole canister of your rescue inhaler medicine in 8 weeks' time
- your peak flow meter results decrease. Your health care provider will tell you the numbers that are right for you
- your symptoms do not improve after using SYMBICORT regularly for 1 week

WHAT MEDICATIONS SHOULD I NOT TAKE WHEN USING SYMBICORT?

While you are using SYMBICORT, do not use other medicines that contain a long-acting beta₂-agonist (LABA) for any reason, such as:

- Serenax® (butameterol tartrate inhalation powder)
- Advair Diskus® or Advair® HFA (fluticasone propionate and salmeterol)
- Formoterol-containing products such as Foradil® Aerolizer®, Brexser® or Perforomist®

WHAT ARE THE POSSIBLE SIDE EFFECTS WITH SYMBICORT?

SYMBICORT may cause serious side effects.

- Increased risk of all pneumonia and other lower respiratory tract infections if you have COPD. Call your health care provider if you notice any of these symptoms: increase in mucus production, change in mucus color, fever, chills, increased cough, increased breathing problems.
- Serious allergic reactions including rash, hives, swelling of the face, mouth and tongue, and breathing problems. Call your health care provider or get emergency care if you get any of these symptoms.
- Immune system effects and a higher chance for infections.
- Adrenal insufficiency—a condition in which the adrenal glands do not make enough steroid hormones.
- Cardiovascular and central nervous system effects of LABAs, such as chest pain, increased blood pressure, fast or irregular heartbeat, tremor, or nervousness.
- Increased wheezing right after taking SYMBICORT.
- Eye problems, including glaucoma and cataracts. You should have regular eye exams while using SYMBICORT.
- Osteoporosis: People at risk for increased bone loss may have a greater risk with SYMBICORT.
- Slowed growth in children. If it results, growth should be carefully monitored.
- Swelling of your blood vessels. This can happen in people with asthma.
- Decreases in blood potassium levels and increases in blood sugar levels.

WHAT ARE COMMON SIDE EFFECTS OF SYMBICORT?

Patients with Asthma

Sore throat, headache, upper respiratory tract infection, thrush in the mouth and throat.

Patients with COPD

Thrush in the mouth and throat.

These are not all the side effects with SYMBICORT. Ask your health care provider or pharmacist for more information.

NOTE: This summary provides important information about SYMBICORT. For more information, please ask your doctor or health care provider.

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a man of deep principles, who is clearly willing to pay a steep political price for those principles—as he is doing with Obamacare,” Cruz said solemnly as the December sun slanted through his office windows in a downtown Houston skyscraper. “I also believe those principles are wrong and harmful for the country.”

When it comes to tactics, however, Obama is “absolutely” a role model, Cruz said. In his Senate race against an overwhelming favorite, Cruz followed the battle plan laid out by Obama’s 2008 upset of Hillary Clinton. He even required his top staff members to study the campaign memoir written by Obama strategist David Plouffe.

But Cruz demurred when asked if he intends, like Obama, to skedaddle from the Senate at the first possible opportunity. He was happy to talk about the sort of candidate the Republicans should nominate in 2016. “Look back over the last 40 years. Every time Republicans nominated a candidate who ran as a strong conservative, we’ve won. Every time we ran as moderate, Establishment Republicans, we lost.” When I asked if anyone on the list of frequently mentioned candidates—Rubio, Paul, Wisconsin Governor Scott Walker... Ted Cruz—fit that bill, he answered, “I think it’s too early to say. As a voter in 2016, I intend to vote in the primary for whoever is standing up and leading the fight for economic freedom.”

After that, he talked about how fervent he feels about the fight for economic freedom.

PAST AND FUTURE

SHOULD CRUZ AND OTHERS ON THE RIGHT manage to turn the 2016 Republican primary into a test of conservative purity, he will be fighting on highly favorable ground. If conservative theorists could build a cyborg in a lab vacuum-sealed against the slightest contamination by heterodox ideas, the result would be Rafael Edward Cruz. I say that because it is very nearly Cruz’s life story.

The lab was called the Free Enterprise Education Center. It was the creation of Roland Storey, a wealthy Texas conservative who sought to identify promising young minds and mold them in an atmosphere of foundational conservative texts. Storey’s acolytes read Friedrich Hayek, Milton Friedman, Ludwig von Mises and Frédéric



PHOTOGRAPH BY JEFFREY M. HARRIS
CRUZ AT THE TASTE OF TEXAS STEAK HOUSE WITH HIS WIFE HEIDI AND DAUGHTERS CAROLINE, 5, AND CATHERINE, 3

Bastiat. They memorized long passages of the Constitution and toured Rotary and Kiwanis luncheons dazzling audiences by reciting entire sections verbatim. They were like Spartans of the conservative mind, and Cruz was their Leonidas—winner of the annual speech contest four years in a row. (The topic was always freedom.)

These lessons lodged so firmly, Cruz says at every opportunity, because he had already learned from his father about the nature of tyranny, under the repressive regime of Cuban dictator Fulgencio Batista. His father’s experience as a young Cuban—a boy soldier in Fidel Castro’s revolution who came to be deeply disillusioned by Castro’s new brand of oppression—convinced both father and son that government is best reined in. Cruz shudders to imagine his life if his father had not had a land of liberty to escape to in 1957. “It’s an incredible blessing to be the child of an immigrant who fled oppression,” Cruz offered. “It makes me appreciate how precious and fragile liberty is.”

At Princeton—where he became a

national debating champion—his mentor was the brilliant natural-law theorist Robert George. He wrote his thesis on the Ninth and 10th Amendments—the ones that fence in the federal government. His time at liberal Harvard Law School was like a missionary voyage, Cruz’s father jokes, and friends from those years recall a bright young man itching for political arguments. After Harvard, he clerked for the conservative appeals court judge Michael Luttig, then served as a law clerk for U.S. Chief Justice William Rehnquist. It was the perfect preparation. George Will, the dean of conservative columnists, sized up Cruz and pronounced his background “as good as it gets.”

Democrats may harbor similar feelings, for they’ve made Cruz a favorite target, comparing him to the run-amok Senator Joseph McCarthy of communist witch-hunting fame. “There is an effort to demonize Ted Cruz,” Carvin says, “not only because he is a talented and effective advocate but because the other side thinks he has higher aspirations.” They’re right about his ambition. But Cruz is no McCarthy, who melted away in an alcoholic haze. No: Cruz is a more formidable foe, one built to last. He knows the difference between risk and recklessness, and his drink of choice is Dr Pepper. ■

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MEXICO

Sumidero Canyon National Park, State of Chiapas

“Mexico’s Moment” Set to Last

Against a backdrop of comprehensive economic reforms, Mexico's reputation as a secure destination for investors is boosted by a record performance of foreign direct investment (FDI)

An established economic powerhouse and key diplomatic and trade partner of the U.S., Mexico has enjoyed an outstanding 2013, with the pro-business approach of President Enrique Peña Nieto on course to attract record FDI of \$35 billion.

Despite dark economic clouds hovering over countries, a bright new dawn recently arrived in the proud nation of 120 million people through a series of innovative labor, fiscal, tax, energy, and education reforms made possible by a cross-party pact.

The ambitious overhauls, debated at length by Mexico's Congress, are designed to further improve macroeconomic stability, boost competitiveness, fuel fresh GDP growth and power socioeconomic development in Latin America's second-largest economy.

Such is the enthusiasm for these reforms, senior economists and officials coined the expression “Mexico’s Moment” to emphasize the significance of the upbeat outlook and opportunities created by the historic multiparty agreement. The day after Peña Nieto was sworn in, on Dec. 1, 2012, the so-called “Pact for Mexico” was signed by the leaders of the other three political parties and is hailed as the country's cornerstone for growth and development for the years to come.

Rich in natural resources and boasting a myriad of investment opportunities, Mexico offers a wealth of business openings in a wide



Interior Minister Osorio Chong, President Peña Nieto and Energy Minister Joaquín Caldwell

range of sectors, including energy, tourism, banking and financial services, infrastructure development and agriculture.

One aspect of modern Mexico that cannot be overlooked—but that does not appear to deter either international investors or tourists—is the security situation with law enforcement officials at all levels working hard to fight organized crime. “Our image is improving,” says Jesús Murillo Karam, Mexico's attorney general. “One of our main objectives





ESTADO DE CHIAPAS



CHIAPAS NOS UNE

is to have a 'no impunity regime in order to create a secure environment both in social terms and, consequently, in investment terms.'

Tourism is Mexico's third-largest source of foreign exchange after oil and gas and foreign remittances, with the industry employing hundreds of thousands of people and continuing to grow at a steady rate.

The new federal government has identified this industry as a strategic and economic priority because it helps to create community, regional development and is a vital source of foreign exchange, employment and growth.

"Our geographical location means we are a bridge between north, central and south America and between the two hemispheres," says Tourism Minister Claudia Ruiz Massieu Salinas. "Our main challenges are international connectivity—air, sea, rail and road—and showing the diversity of our tourism."

"We are working on strategies to increase tourist numbers and our new international campaigns highlight Mexico as a modern country where one can eat well, visit a pyramid and then an ultra-contemporary museum," says Ruiz Massieu.

"We want to consolidate our presence in traditional markets, but also open up to emerging markets that have shown a huge potential for Mexico. We have enormous historical, cultural and natural heritages and are a very contemporary Hispanic culture. We are the sixth in the world in terms of UNESCO World Heritage sites—including cities and natural reserves—and home to many cultural events and great gastronomy."

Ruiz Massieu continues: "Mexico received about 24 million international tourists in 2012, of which around a quarter came by air and roughly half were Americans and Canadians. Since 50 to 60 million Americans make trips abroad every year, we have a very big growth opportunity to continue in the U.S. and Canadian market."

In the meantime, another important chapter in Mexico's economic future is likely to begin in early 2014 when the government asks Congress to approve a series of wide-ranging energy reforms designed to shake up the state-controlled—and very lucrative—oil and gas industry.

"Energy policies for the next years are designed to direct the sector as a catalyst for structural reforms and economic growth on a large scale and as a driver of human development," explains Pedro Joaquín Coldwell, Energy Minister. "The strengthening of the oil industry, development of a great combination of infrastructure and intelligent investment and competition schemes make sense when they are translated into safe energy supplies at competitive prices for the public."

Rich in natural resources that make it a magnet for energy industry investment as well as eco-tourism and adventure travel, the southeast state of Chiapas boasts countless attractions, such as the Sumidero Canyon National Park and El Chiflón—eye-catching waterfalls and pools created by the Río San Vicente.

The state is also home to the famous archaeological site of Palenque and Agua Azul waterfalls, as well as the beautiful Lagunas

de Montebello National Park featuring spectacular mineral-laden lakes among oak and pine forests.

Manuel Velasco Coello, governor of the state of Chiapas, says: "The energy and fiscal reforms are very important to us as we have a lot of

energy potential, especially in renewable energies. Most of the energy consumed in the country comes from our dams, and we also produce oil, gas and natural energy such as wind power. We are very excited about these reforms, as they will open up the market and encourage FDI in Chiapas. We are confident that with these key structural reforms we will increase our socioeconomic level within Mexico.

"Chiapas is a state with great history, culture, nature, traditions, and huge biodiversity," Velasco adds. "We are known for offering alternative tourism, such as adventure tourism. Our landscape is mountainous and lush. We have vast untouched forests and breathtaking gorges that you will not see anywhere else in the world."

"Chiapas is also extremely rich in natural resources and one of the focuses of my government is to create more partnerships in order to best utilize our natural gas, oil, wind and water," he says. "We are currently looking for experienced partners who can help us to tap into these great sources. To do this, we need to work on our infrastructure, continually improving our roads and airports."

A Warm Welcome To Paradise

Rich in history, culture and tradition, Mexico is famous for its pristine beaches, crystal-clear waters, stunning ancient architecture and spectacular scenery. There are hundreds of tourist spots around the country with different sights and experiences.

San Miguel de Allende in the state of Guanajuato is a striking colonial city featuring narrow cobblestone streets, leafy courtyards and amazing architecture. Nominated 'Best City in the World' in November by the readers of *Condé Nast* magazine, thanks to its "great atmosphere, excellent restaurants, culture and ambience galore," the city that feels like a small town is simply 'an amazing place to be.'

The city's mayor Mauricio Trejo Pureco says that 83% of income is generated by tourism and its related services. "We are very proud of the level of service we provide. Our people are friendly, the accommodations are first-class, and our architecture and cuisine are exquisite," he says.

"We offer unforgettable tourist experiences, and the majority of our visitors return over and over again because our city is safe, beautiful and like nothing you have ever seen before."



Manuel Velasco Coello,
Governor of Chiapas



Mauricio Trejo Pureco
Mayor of San Miguel de Allende



President Enrique Peña Nieto and Tourism Minister Claudia Ruiz Massieu Salinas

Mayor Trejo expands on the last point, noting that the negative perception some first-time visitors to Mexico have soon disappears once they arrive in San Miguel. "Our town has one of the lowest crime rates on the planet and it is also one of the only 250 world heritage sites on earth. Of course there is a big risk about coming to San Miguel, but that is only that once you get here you will never want to leave! Each tourist who visits becomes an ambassador for our town—and word-of-mouth is the best promotion."

In the meantime, Roberto Sandoval Castañeda, governor of the northern state of Nayarit, is delighted by the regional tourism industry's recent impressive performance and sees more room for strong, long-term sustainable growth in the future.

"In the past year we have seen hotel occupancy increase by over 20% and during the Easter break we had 98% occupancy in the Riviera Nayarit," he says. "Tourists choose us as one of their favorite destinations in Mexico because of the caliber of our hotels and services, our wide variety of attractions and also because the Riviera Nayarit is one of the safest places on earth."

"We are very proud of this and have managed to generate confidence in tourists, as well as investors. We are very well connected, by road, air and even by sea so that people can reach us easily."

"The caliber of Nayarit's tourism, visitors, safety and infrastructure is attracting tourism investors from Mexico, North America and other countries. In 2013 alone, investment worth \$70 million was committed to develop new hotels along the Riviera Nayarit's Pacific coastline, raising its position as a world-class tourism destination."

Sandoval lists everything that makes the region so special and popular: "The Riviera Nayarit is known for luxury and nature and since we have so many different hotels and attractions, we receive a wide range of visitors: families, couples, destination weddings, honeymooners and business tourists. Since we launched our destination in 2007, our facilities are both new and modern, and most of our resorts are luxury properties whether they are all-inclusive or not."

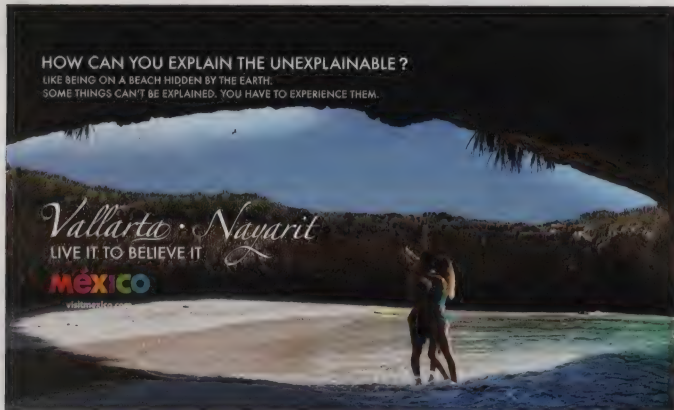
"Visitors in this market can choose from a wide array of activities: the most indulgent luxury spas, nine golf courses designed by golf masters such as Jack Nicklaus and Greg Norman, year-round deep-sea fishing, world-class surfing and much more. Pacific yachtsmen can take advantage of our new luxury Riviera Nayarit Marina located in La Cruz de Huanacaxtle. This outstanding marina is considered one of the largest on Mexico's Pacific Coast and plays host to the country's largest nautical event, Copa México."

HOW CAN YOU EXPLAIN THE UNEXPLAINABLE?

LIKE BEING ON A BEACH HIDDEN BY THE EARTH.
SOME THINGS CAN'T BE EXPLAINED. YOU HAVE TO EXPERIENCE THEM.

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Switching the spotlight to the growing number of companies choosing Nayarit for major conferences and events, the governor adds: "Funded by a lodging tax and partly by our members, the Riviera Nayarit Tourism Board aims to attract visitors and thus secure a prosperous economy for our whole state. The Riviera Nayarit Convention and Visitors Bureau is a private, nonprofit, mutual-benefit association composed of about 45 direct hotel members, as well as participants from organizations, businesses, local and state governments, and individuals seeking a better community through the tourism industry."

Tourism is the Key to Mexico's Transformation

Relaxing on sun-kissed beaches lapped by turquoise blue waters may be one of Mexico's most identifying features, but it is certainly not the only reason the tourism industry continues to go from strength to strength. Millions of visitors also flock to soak up the country's beautiful architecture, rich culture and famed hospitality.

"Tourism is our third most important source of revenue," Interior Minister Miguel Ángel Osorio Chong says. "By 2020, we will become an even more important tourism destination, fortifying the places we already have by providing better services and higher-quality products."

"We are excited by what we have achieved this year, and will keep working hard," adds Ruiz Massieu. "Air arrivals have grown 8% year-on-year, as have foreign exchange earnings, while occupancy rates are up 6% against last year. In other words, all our numbers have been extremely positive. Tourism is a dynamic and growing industry, so even when there is a difficult economic environment, it continues to move and we are convinced it will be key to Mexico's transformation."

Mexico's medical tourism sector is attracting visitors from around the world, but particularly from across the border, given the high-cost of health care in the U.S. As Health Minister Mercedes Juan López says, health tourism is a very promising sector for Mexico and a program to assess and certify the quality of the services provided by private and public health institutions is already in place.

"This is a very strict program that ensures patient safety and benchmarks the quality of health care in Mexico," she says. "We work hand-in-hand with the Ministry of Tourism in order to provide information to international visitors. We observe an increasing trend in this market."

"Our hospitals are located in some of Mexico's best destinations."

Rafael Espino de la Peña, CEO, AMERIMED

Offering excellence in health services through state-of-the-art technology, human touch and strict adherence to top-level ethical practices, always focusing on the best patient care, AMERIMED Hospitals are leading players in the health tourism sector.

Featuring the expertise of renowned bilingual health professionals and board-certified physicians, AMERIMED provides an integrated medical system that includes the best technology available, as well as a unique and comprehensive treatment plan for each patient. The organization's network includes modern hospitals at Cabo San Lucas, San José del Cabo, Puerto Vallarta and Cancun, while AMERIMED medical clinics can be found at La Paz and Los Barriles.

"We have agreements with most international insurers and our hospitals are located in some of Mexico's best destinations, ensuring that our patients can recover in luxury while receiving top-class treatments,"

says AMERIMED CEO Rafael Espino de la Peña. "We have hospitals with ocean views, which patients love as it gives them a sense of peace and calm. Our goal is to have hospitals in every place that has communities of foreigners and tourists on vacation."



Rafael Espino de la Peña
CEO, AMERIMED



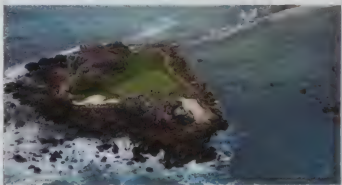
Roberto Sandoval Castañeda
Governor of Nayarit

Meanwhile, in addition to serving as the country's capital, political and commercial hub, the bustling, modern metropolis of Mexico City is one of the continent's most important financial centers. Miguel Ángel Mancera Espinosa, mayor of Mexico City says, "Mexico City needs to improve in different areas to maintain its growth and development. Tourism, education, investment and safety are my priorities. We are working toward creating an alpha capital where everyone can find great opportunities for investing and where education and health care for children and elders play an important role. Mexico City receives a large number of tourists from inside and outside Mexico."

"Our goal is to strengthen tourism and to become a city that attracts visitors, thanks to its recreational activities and different cultural events and places. We have over 600 hotels that run at very good occupancy rates during the week; our weakness is during the weekends."

"We want to apply models like those in New York City to increase occupancy on weekends and are creating a tourism promotion agency that will provide information about the events and activities happening."

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Cancun Keeps on Dazzling Visitors

A prestigious new hotel resort and spa has given this immensely attractive Quintana Roo vacation destination another string to its bow, as it continues to upgrade and impress.

Cancun, in the breathtaking state of Quintana Roo, remains the leading destination for foreign tourists, thanks to its well-established infrastructure and massive hotel capacity, ideal climate and extensive aviation links to cities across the U.S. and the world.

Boasting the most stunning portfolio of world-class luxury hotels and resorts across Mexico, if not the world, Las Brisas Hotel Collection is the perfect blend of intimacy, luxury and discretion expressed within the context of modern Mexican hospitality.

The group's latest flagship property is the stunning NIZUC Resort and Spa in Cancun, which sits within a paradise of protected mangroves, lush foliage and pristine white beaches, sets a new benchmark for luxury accommodations. The newest jewel in both Quintana Roo's and the Brisas Hotel Collection's portfolio, NIZUC offers luxurious suites, exceptional amenities, outstanding culinary selections and discreet exclusivity with the powerful allure of the famous Mayan culture. At the heart of NIZUC is a spa and wellness center designed by acclaimed British brand ESPA, and business visitors will be amazed by the 30,000 square foot state-of-the-art conference and events center that offers many meeting rooms and floor to ceiling windows with spectacular views.

"Antonio Cosío Pando has done an outstanding job with the recently finished NIZUC Resort and Spa."

Roberto Borge Angulo, Governor of Quintana Roo

Antonio Cosío Pando, Vice President of the hotel group, says "Las Brisas offers some of Mexico's finest quality hotels. Our guests are high-profile so we pride ourselves on providing them with the best offer available; the highest standards in the case of NIZUC. Mexico is a very diverse country, culturally rich and has more than just great beaches, with deserts, rainforests, mountains and first-class food and wine."

Quintana Roo Governor Roberto Borge Angulo is delighted to have such a renowned luxury hotel chain choose his state for its flagship project. "Antonio Cosío Pando has done an outstanding job with his recently finished NIZUC Resort and Spa which has 272 rooms and is



Governor of Quintana Roo Roberto Borge Angulo with President Enrique Peña Nieto

truly spectacular," he says. "We know it will be a huge success."

In November 2013, Quintana Roo scooped up three major awards, including best beach destination and best destination in Latin America at the prestigious World Travel Market 2013, and reached agreements with major airlines for new services.

Borge Angulo, who traveled to London for the event, says the awards recognized the region's outstanding natural beauty, and he is very proud to be a consistent winner at the exhibition, particularly because this year they also won the prize for best visitors and conventions bureau that deals with tour operators in the U.K. and elsewhere in Europe.

"Increasing the air connectivity to Cozumel is a high priority," he says. "The island has a very bright future. It is not just one of the world's most important cruise-liner destinations, but it also offers fantastic fishing, world-class diving and adventure tourism. Riviera Maya, meanwhile, has some of the world's best beaches, ecological parks and archaeological sites, such as Tulum and Chichen Itza."

"Quintana Roo is more than just Cancun, however. We have other world-class destinations such as Playa del Carmen, Isla Mujeres, Tulum, Bacalar and Costa Maya, as well as Holbox and Contoy islands. We have more than 84,000 hotel rooms, stunning natural beauty,

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Antonio Cesio Pando VP
Las Brisas Hotel Collection

ecotourism and diversification. We are looking to promote upscale tourism. Currently we are searching for investors, developers and hotel chains that specialize in this niche. Quintana Roo is already the market leader in Latin America with regards to mass tourism, providing the best quality at a competitive prices.

"We have already grasped this segment and are leaders in it. We want to have more luxury and boutique hotels that offer first-class quality, accommodations, services, facilities and surroundings."

An FDI Target

Ranked among the top 20 economies for FDI, Mexico is a signatory of the North American Free Trade Agreement (NAFTA) and its close proximity to the vast U.S. market has helped to make its neighbor become the largest source of FDI as clearly illustrated by statistics.

According to the latest information compiled by the U.S. government, from 2000 through 2012, the U.S. FDI in Mexico totaled almost \$292 billion—more than 50% of all FDI received during the 12-year period—of which 43% was in the manufacturing sector and 20% in the financial sector.

In 2012, Mexico recorded significant FDI growth in business segments such as tobacco and soft drinks, construction, oil and gas, financial services and science and technology that combined to create tens of thousands of new jobs.

Speaking at an event in Coahuila state in October to mark U.S. auto manufacturer Chrysler's latest additional investment of \$164 million in



NIZUC Resort & Spa

www.nizuc.com

a state-of-the-art plant in Ramos Arizpe, Peña Nieto disclosed 2013 is set to be a record year for FDI.

"FDI during the first half of 2013 was nearly \$24 billion, which undoubtedly contrasts with earlier investment and is in itself historic," the dynamic leader said. "Yet given the potential Mexico offers, we forecast FDI could ultimately total more than \$35 billion in 2013."

With responsibility for directing and controlling the federal government's economic and financial policies, including taxes, budget, income and public debt, the Ministry of Finance strives to achieve sustainable economic growth that boosts the quality of life and living standards for all Mexicans.

Minister of Finance Luis Videgaray Caso says: "This pact is an important innovation in Mexico's recent political history, because it shows that the three main political parties and the government can achieve an agenda for change. The pact is not a panacea, it's not a magic wand, but it's a very useful collaborative tool as we work toward achieving these transformations, including transformations in areas such as education, economic competition and constitutional reforms."

Mexico's economy minister, Ildefonso Guajardo Villareal, agrees with his colleague and highlights the work the federal government is carrying out as it works on two fronts to strengthen the economy: boosting the domestic market and promoting Mexico to the international market.

"Mexico's Moment is an opportunity for Mexicans to take advantage of this little window of time and reap the rewards of the things we have done in the past, which include good financial responsibility, our immersion into the world economy, and trade treaties with over 45 countries," says Guajardo.

"I am proud of this government as we innovate and actively seek and to convince investors to consider Mexico. One of the biggest challenges that we face is to keep growing. There are already some sectors where investment figures are very good and the interest is there from overseas investors. We just need to continue to exploit our abundant natural resources, and with this government I believe that we are on the right track."

Established in 2007, ProMéxico is the government institution charged with strengthening Mexico's participation in the international economy. The forward-thinking agency supports local companies' export activities and coordinates actions to attract FDI.

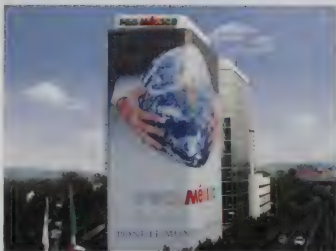
ProMéxico CEO Francisco N. González Díaz says: "Mexico is one of

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the world's best investment destinations thanks to the confidence generated by our structural reforms and has become a strategic platform to reach key markets around the globe. Our country offers many competitive advantages such as macroeconomic stability, economic growth, a business-friendly environment, legal certainty for investment, a strategic location, capacity for advanced manufacturing, an open economy and skilled human capital."

Mexico's entrepreneurial spirit is evident across its entire industrial and commercial spectrum, with products featuring the words "Made in

Miguel Ángel Mancera
Espinosa, Mayor of Mexico City

Mexico" renowned for their quality, innovation and style. The vast food and beverage industry is now one of the country's most important export categories, which is not surprising with the increasing popularity of Mexican food and beer in scores of countries.

As Minister of Finance Luis Videgaray Caso says: "I think Mexico has clear competitive advantages in several areas and one of them is of course manufacturing.

"Mexico is one of the most open countries in the world when it comes to foreign trade and we have an export platform of qualified human capital that makes us a manufacturing powerhouse."

Given its size, reputation and history of success, leading brewer Cuauhtémoc Moctezuma, a Mexican institution, manufactures many best-selling brands of beer produced at six plants by nearly 18,000 workers. Part of the Heineken group, Cuauhtémoc Moctezuma has an outstanding and prominent brand portfolio that includes Heineken, Tecate, Indio, Dos Equis (XX) and Sol, among many others.

"President Peña's administration has put forth a number of reforms and projects aimed at attracting FDI. Coupled with confirmation of policy-making consistency, this allows us to continue to believe in Mexico's future," says Cuauhtémoc Moctezuma CEO, Marc Busain.

"With Tecate's sustainable growth and popularity, it will become Mexico's best-selling beer in the coming years. Tecate is also breaking ground in the U.S. market, as is Dos Equis (XX) which has maintained double-digit growth over the last years. My ambition for Cuauhtémoc Moctezuma is clear and simple: I want us to lead the Mexican market.

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We have made important changes; we have the right organization, the right talent and the right brands to make our vision a reality. We have strengthened our competitive muscles and are fully empowered to offer the Mexican and international consumer the best beer brands."

2014 Investors Will Reap Rewards

Osorio Chong says the series of market reforms means 2014 is the ideal time to invest in Mexico and that foreign investors are welcome to bring their money, knowledge and skills to any of the nation's industrial, commercial and manufacturing sectors.

"Mexico has many strong areas, but we see additional windows of opportunity in the agro-industrial, metallurgical, mechanical and cybernetics sectors," the Interior Minister reveals. "Mexico has products that are able to compete worldwide. We are expanding our borders and have Europe in our sights."

"Petróleos Mexicanos (PEMEX) is a company that needs to receive more than it gives away. With the new oil discoveries, PEMEX needs its revenue to grow, which is why it must be opened up to new investment."

Joaquín Coldwell, meanwhile, says Mexico plans to use the energy reform and investment as an engine for development and is modernizing its present legal framework to take into account the great challenges concerning the world's energy configuration.

"The energy, fiscal and tax reforms will ignite the productive potential of our economy in the short, medium and long terms," he states confidently. "The energy reform will bring great opportunities for growth and development through a virtuous cycle of public and private investment, employment generation and economic growth. There will be a reindustrialization of the country due to the increase in the supply of



Ildefonso Guajardo Villarreal
Minister of Economy



Luis Videgaray Caso
Minister of Finance



Marc Butain
CEO, Cuauhtémoc Moctezuma

energy ■ lower prices."

A former energy minister, Luis Téllez-Kuenzler, who is now president of one of the country's most important financial institutions, the Mexican Stock Exchange, adds: "Mexico is very investor-friendly. Anyone wishing to invest from any other country just needs to go to their bank or stock brokerage house and invest. It's transparent, efficient and very easy to do."

Tasked with safeguarding the stability of the national financial system and fostering efficiency and inclusive development for the benefit of society is the National Banking and Securities Commission (CNBV).

CEO Jaime González Aguadé welcomes the new fiscal reform: "We'll have to work hard so banks and institutions can fulfill the requirements of this government plan," he says.

"We need to be more efficient and always strive to have the latest technologies and systems in place. In doing so, Mexico will continue to be considered as having one of the most favored and robust financial sectors in the world."

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Energy Reform Sparks Black Gold Rush

Plans to open up the vast and lucrative oil and gas sector to foreign enterprises are at an advanced stage, with FDI seen as the key to unlocking the industry's massive potential.

The largest enterprise in Mexico and one of the most significant companies in Latin America, PEMEX boasts extensive operations in the upstream and downstream sectors, including in the exploration, production, transportation, refining, storage and sale of hydrocarbons and derivatives. The energy giant is responsible for producing around 2.55 million barrels of oil a day and huge amounts of natural gas, with its products available on the domestic and international markets.

Joaquín Coldwell says the proposed reforms would enable PEMEX to set up profit-sharing contracts with private firms and allow foreign companies to help with valuable oil and gas projects in the Gulf of Mexico and elsewhere.

"The energy reform will strengthen state institutions in the energy field and this reinforcement will be crucial to achieve a structured planning of the new investment schemes and an industrial development promoted by the reform," says the energy minister. "It will allow us to adopt the best international practices, provide legal certainty and attract private investment. The transformations will boost Mexico's position as an international powerhouse."

Proudly boasting the most versatile, modern and specialized fleet of oil industry vessels in the Gulf of Mexico, Oceanografía is an outstanding provider of world-class integrated engineering, installation, diving and maintenance services for marine structures of all sizes.

"The transformations will boost Mexico's position as an international powerhouse." *Energy Minister, Pedro Joaquín Coldwell*

An enterprise with nearly 50 years' valuable experience, the dynamic company provides a spectrum of drilling support services, materials logistics and personnel carriers to the offshore oil sector and also inspects, installs and constructs undersea pipelines.

Oceanografía's fleet features dynamic positioning systems, crane systems, saturation systems for diving, mud processing plants to support drilling rigs, Remotely Operated Vehicle (ROV) systems and subsea pipeline routing systems.



Oceanografía: leading the way in Energy.

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Founded in 1968 and based in Ciudad del Carmen, Campeche, the forward-looking company has been growing exponentially, thanks to its excellent and long-established business relationship with key client PEMEX.

"Private companies from abroad are continuously introducing innovative solutions into the Mexican oil and gas industry and they play an important role in the technological advancement of the sector," says Oceanografía CEO Amado Yañez Osuna, whose father founded the firm several decades ago.

"We have more than 45 years' experience working for PEMEX. We provide integrated engineering, marine geophysical, saturation diving, VOR-controlled submersible, maintenance and construction of marine structures subsea pipelines. We are the first dive in the offshore oilfields in the Gulf of Mexico. In addition, we have the largest fleet for the provision of services to the oil sector. Our fleet consists of 77 vessels and we currently have 11 more under construction designed to operate in various activities of the oil industry."



Amado Yañez Osuna
CEO, Oceanografía

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The secret to this outstanding success? Yañez Osuna explains the key is hard work and that he welcomes the recent energy-sector reform that he believes will make the industry more competitive and increase its presence on the international stage.

"We plan to invest in additional equipment in the next five years," he says. "The idea is after 2019 we want to restructure the company to try and get into deepwater work. PEMEX is our No. 1 client, but we want to expand to other parts of the world and the experience that we have cultivated here is invaluable for our expansion plans. PEMEX has a prominent future, so today's challenges for Oceanografía are to consolidate and diversify its services by importing the best technologies for the oil industry into the country."

"This energy reform is a positive step toward growing the economy of Mexico," says Oscar Scolari, CEO of Rengen, a hugely successful company focused on engineering, construction and integration of PEMEX projects by bringing together firms with different expertise.

"PEMEX is one of the strongest pillars of the economy and this reform is a great opportunity for Mexican energy companies to create strategic partnerships with foreign companies that will not only bring more financial investment but also better technology."

Rengen is presently trying to bring natural gas to places where there are no pipelines using technology that can liquefy gas and then transport it in trucks to medium-size consumers or to industrial parks.

"We are not just suppliers to the energy industry with equipment such as pumps, compressors or engineering; we integrate all of this and create projects where we can offer power generation solutions to small and medium off takers," he says. "Offering alternative power sources to provide efficient, economical and environmentally friendly solutions is but one of the many services Rengen delivers."

Oscar Scolari
CEO, RengenFernando Calvillo Álvarez
Pres. & CEO, Fermaca

Joaquín Coldwell concludes with this upbeat message for international investors: "Pay special attention to the great changes that are taking place in Mexico. I am honored to be a part of a government that under the leadership of President Peña Nieto has known

how to establish communication with other political forces and has concentrated its efforts in privileging the construction of political agreements for the benefit of our population. This willingness has been a cornerstone of an ambitious agenda of reforms that Mexico has already started."

A Pioneer in Natural Gas

Fermaca is a leading player in the lucrative energy sector and predominantly provides solutions for natural-gas operations—pipelines, terminals and transport systems—as well as for other traditional hydrocarbon fuels. To ensure high levels of quality and reliability, Fermaca operates the finest in automated control systems, namely SCADA (Supervisory, Control and Data Acquisition). The firm is run by a team of highly specialized and experienced personnel who develop projects from conception to completion, managing the engineering, financing and construction aspects.

In a clear sign of its ongoing success, Fermaca, in a joint venture with a Spanish partner, won the tender to build, own and operate a large compressor station that will receive gas from the Federal Electricity Commission (CFE) and redeliver it at a much higher pressure. This project is under construction and will become operational in 2014.

President and CEO Fernando Calvillo Álvarez says that with a platform of diverse professionals Fermaca is able to develop projects from inception to completion, managing all aspects from the engineering, financing and construction to the operations and maintenance of gas systems. It benefits from a reliable and highly competitive supply network through various partnerships with U.S. pipeline and gas firms.

"Fermaca is an energy-sector pioneer and one of the leading companies in the private market for natural-gas transportation," the senior executive says. "We currently own and operate a pipeline in the Palmitas-Toluca region and have commissioned another pipeline in the Chihuahua corridor, transporting gas from the Mexico/U.S. border to Chihuahua. Fermaca has successfully adapted to the demands and challenges of the market, establishing reliable infrastructure and services for our clients."

"We have participated in a great number of projects that have developed the infrastructure of our country and helped to provide essential services in real estate, liquefied petroleum gas (LPG) storage plants, electric-power generation plants, compression stations and pipelines for natural gas. Our in-house engineering includes the design of energy infrastructure, construction, project management and supervision, operation and maintenance."

Fermaca has also devoted great efforts and resources to develop the most modern gas control center in Mexico, making it a respected player in the gas market and retaining its identity as a local company.

"The most important element for us to concentrate on is to reinforce and extend our pipelines to support further interconnections with the North American market and we want to consolidate our position in the gas highway of northern Mexico," Calvillo concludes.

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Mandela

1918–2013

A photograph of Nelson Mandela at a campaign stop. He is in the center, wearing a blue and white striped shirt and sunglasses, with a cigarette in his mouth. To his left, another man in a dark suit looks on. To his right, a person's arm is raised in a fist. In the background, a flag is visible against a blue sky with clouds.

Leading the fight
*Mandela acknowledges
supporters at a campaign
stop just before the 1994
presidential election*

The Lon

PROTESTER. PRISONER. PEACEMAKER.



ing Walk

BY RICHARD STENGEL

Nelson Mandela was always uncomfortable talking about his own death.

But not because he was afraid or in doubt. He was uncomfortable because he understood that people wanted him to offer homilies about death and he had none to give. He was an utterly unsentimental man. I once asked him about his mortality while we were out walking one morning in the Transkei, the remote area of South Africa where he was born. He looked around at the green and tranquil landscape and said something about how he would be joining his "ancestors." "Men come and men go," he later said. "I have come and I will go when my time comes." And he seemed satisfied by that. I never once heard him mention God or heaven or any kind of afterlife. Nelson Mandela believed in justice in this lifetime.

It was January 1993, and I was working with him on his autobiography. We had set out that morning from the home near Qunu, the village of his father, that Mandela had built after he was let out of prison. He had once said to me that every man should have a house in sight of where he was born. Much of Mandela's belief system came from his youth in the Xhosa tribe and being raised by a local Thembu King after his own father died. As

a boy, he lived in a rondavel—a grass hut—with a dirt floor. He learned to be a shepherd. He fetched water from the spring. He excelled at stick fighting with the other boys. He sat at the feet of old men who told him stories of the brave African princes who ruled South Africa before the coming of the white man. The first time he shook the hand of a white man was when he went off to boarding school. Eventually, little Rolihlahla Mandela would become Nelson Mandela and get a proper Methodist education, but for all his worldliness and his legal training, much of his wisdom and common sense—and joy—came from what he had learned as a young boy in the Transkei.

Mandela might have been a more sentimental man if so much had not been taken away from him. His freedom. His ability to choose the path of his life. His eldest son. Two great-grandchildren. Nothing in his life was permanent except the oppression he and his people were under. And everything he might have had he sacrificed to achieve the freedom of his people. But all the crude jailers, tiny cells and bumptious white apartheid leaders could not take away his pride, his dignity and his



His vision Mandela
was an unsentimental
man guided by his
sense of justice

In his youth Mandela, seen here in 1937, was sent to prestigious schools so that he might one day succeed his father as a royal counselor





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sense of justice. Even when he had to strip and be hosed down when he first entered Robben Island, he stood straight and did not complain. He refused to be intimidated in any circumstance. I remember interviewing Eddie Daniels, a 5-ft. 3-in. mixed-race freedom fighter who was in cell block B with Mandela on the island; Eddie recalled how anytime he felt demoralized, he would just have to see the 6-ft. 2-in. Mandela walking tall through the courtyard and he would feel revived. Eddie wept as he told me how when he fell ill, Mandela—"Nelson Mandela, my leader!"—came into his cell and crouched down to wash out his pail of vomit and blood and excrement.

I always thought that in a free and nonracial South Africa, Mandela would have been a small-town lawyer, content to be a local grandee. This great, historic revolutionary was in many ways a natural conservative. He did not believe in change for change's sake. But one thing turned him into a revolutionary, and that was the pernicious system of racial oppression he experienced as a young man in Johannesburg. When people spat on him

A free people In 1994, voters line up in the remote South African area of Transkei, where Mandela grew up

in buses, when shopkeepers turned him away, when whites treated him as if he could not read or write, that changed him irrevocably. For deep in his bones was a basic sense of fairness: he simply could not abide injustice. If he, Nelson Mandela, the son of a chief, tall, handsome and educated, could be treated as subhuman, then what about the millions who had nothing like his advantages? "That is not right," he would sometimes say to me about something as mundane as a plane flight's being canceled or as large as a world leader's policies, but that simple phrase—that *is not right*—underlay everything he did, everything he sacrificed for and everything he accomplished.

I saw him a handful of times over the past few years. He was much diminished. The extraordinary memory that could recall a particular dish at a dinner 60 years before was now such that he often did not recognize people he had known almost that long. But his pride and his regal bearing never left him. When he "retired from his retirement" (as he put it in 2004), I thought it was simply because he couldn't bear not remembering familiar



things and he could not bear people seeing him in a way that did not live up to their expectations. He wanted people to see Nelson Mandela, and he was no longer the Nelson Mandela they wanted to see.

In many ways, the image of Nelson Mandela has become a kind of fairy tale: he is the last noble man, a figure of heroic achievement. Indeed, his life has followed the narrative of the archetypal hero, of great suffering followed by redemption. But as he said to me and to many others over the years, "I am not a saint." And he wasn't. As a young revolutionary, he was fiery and rowdy. He originally wanted to exclude Indians and communists from the freedom struggle. He was the founder of Umkhonto we Sizwe (Spear of the Nation), the military wing of the African National Congress, and was considered South Africa's No. 1 terrorist in the 1950s. He admired Gandhi, who started his own freedom struggle in South Africa in the 1890s, but as he explained to me, he regarded nonviolence as a tactic, not a principle. If it was the most successful means to the freedom of his people, he would embrace it. If it was not, he would abandon it. And he

did. But like Gandhi, like Lincoln, like Churchill, he was doggedly, obstinately right about one overarching thing, and he never lost sight of that.

Prison was the crucible that formed the Mandela we know. The man who went into prison in 1962 was hotheaded and easily stung. The man who walked out into the sunshine of the mall in Cape Town 27 years later was measured, even serene. It was a hard-won moderation. In prison, he learned to control his anger. He had no choice. And he came to understand that if he was ever to achieve that free and nonracial South Africa of his dreams, he would have to come to terms with his oppressors. He would have to forgive them. After I asked him many times during our weeks and months of conversation what was different about the man who came out of prison compared with the man who went in, he finally sighed and then said simply, "I came out mature."

His greatest achievement is surely the creation of a democratic, nonracial South Africa and preventing that beautiful country from falling into a terrible, bloody civil war. Several years after I

Fighting stance

A 1952 portrait of Mandela as a boxer; he loved the sport and in his younger years was classed as a heavyweight

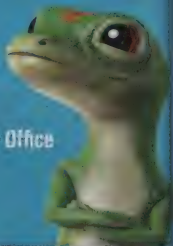
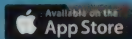


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finished working with him on *Long Walk to Freedom*, he told me that he wanted to write another book, about how close South Africa had been to a race war. I was with him when he got the news that black South African leader Chris Hani was assassinated, probably the closest the country came to going to war. He was preternaturally calm, and after making plans to go to Johannesburg to speak to the nation, he methodically finished eating his breakfast. To prevent that civil war, he had to use all the skills in his head and his heart: he had to demonstrate rocklike strength to the Afrikaner leaders with whom he was negotiating but also show that he was not out for revenge. And he had to show his people that he was not compromising with the enemy. This was an incredibly delicate line to walk—and from the outside, he seemed to do it with grace. But it took its toll.

And because he was not a saint, he had his share of bitterness. He famously said, “The struggle is my life,” but his life was also a struggle. This man who loved children spent 27 years without holding a baby. Before he went to prison, he lived underground and was unable to be the father and the husband he wanted to be. I remember his telling me

Looking back *In early 1994, Mandela visits Robben Island, where he served 18 of the 27 years he spent in prison*

that when he was being pursued by thousands of police, he secretly went to tuck his son into bed. His son asked why he couldn't be with him every night, and Mandela told him that millions of other South African children needed him too. So many people have said to me over the years, It's amazing that he was not bitter. I've always smiled at that. With enormous self-control, he learned to hide his bitterness.

And then, after he forged this new South Africa, won the first democratic election in the country's history and began to redress the wrongs done to his people, he walked away from it. He became the rarest thing in African history, a one-term President who chose not to run for office again. Like George Washington, he understood that every step he made would be a template for others to follow. He could have been President for life, but he knew that for democracy to rule, he could not. Two democratic elections have followed his presidency, and if the men who have succeeded him have not been his equal, well, that too is democracy. He was a large man in every way. His legacy is that he expanded human freedom. He was tolerant of everything but intolerance. He deserves to rest in peace. ■

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You may have reduced tear production caused by inflammation due to a disease called Chronic Dry Eye. Even close up, you won't see this kind of inflammation. You can use artificial tears for temporary relief. But to help you make more of your own tears, your eye doctor may prescribe continued use with RESTASIS® (Cyclosporine Ophthalmic Emulsion) 0.05% twice a day, approximately 12 hours apart, every day.

Approved Use

RESTASIS® Ophthalmic Emulsion helps increase your eyes' natural ability to produce tears, which may be reduced by inflammation due to Chronic Dry Eye. RESTASIS® did not increase tear production in patients using anti-inflammatory eye drops or tear duct plugs.

Important Safety Information

Do not use RESTASIS® Ophthalmic Emulsion if you are allergic to any of the ingredients. To help avoid eye injury and contamination, do not touch the vial tip to your eye or other surfaces. RESTASIS® should not be used while wearing contact lenses. If contact lenses are worn, they should be removed prior to the use.

The most common side effect is a temporary burning sensation. Other side effects include eye redness, discharge, watery eyes, eye pain, foreign body sensation, itching, stinging, and blurred vision.

You are encouraged to report negative side effects of prescription drugs to the FDA. Visit www.fda.gov/medwatch, or call 1-800-FDA-1088.

Please see next page for the Brief Summary of the full Product Information.

"This type of Chronic Dry Eye disease causes inflammation that reduces your ability to make tears. Your doctor may prescribe RESTASIS® Ophthalmic Emulsion. It's what I use myself."

— Alison Tendler MD,
RESTASIS® User, Eye Doctor

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RESTASIS® (Cyclosporine Ophthalmic Emulsion) 0.05%

BRIEF SUMMARY—PLEASE SEE THE RESTASIS® PACKAGE INSERT FOR FULL PRESCRIBING INFORMATION.

INDICATIONS AND USAGE

RESTASIS® ophthalmic emulsion is indicated to increase tear production in patients whose tear production is presumed to be suppressed due to ocular inflammation associated with keratoconjunctivitis sicca. Increased tear production was not seen in patients currently taking topical anti-inflammatory drugs or using punctal plugs.

CONTRAINDICATIONS

RESTASIS® is contraindicated in patients with known or suspected hypersensitivity to any of the ingredients in the formulation.

WARNINGS AND PRECAUTIONS

Potential for Eye Injury and Contamination

To avoid the potential for eye injury and contamination, be careful not to touch the vial tip to your eye or other surfaces.

Use with Contact Lenses

RESTASIS® should not be administered while wearing contact lenses. Patients with decreased tear production typically should not wear contact lenses. If contact lenses are worn, they should be removed prior to the administration of the emulsion. Lenses may be reinserted 15 minutes following administration of **RESTASIS®** ophthalmic emulsion.

ADVERSE REACTIONS

Clinical Trials Experience

Because clinical trials are conducted under widely varying conditions, adverse reaction rates observed in the clinical trials of a drug cannot be directly compared to rates in the clinical trials of another drug and may not reflect the rates observed in practice.

In clinical trials, the most common adverse reaction following the use of **RESTASIS®** was ocular burning (17%).

Other reactions reported in 1% to 5% of patients included conjunctival hyperemia, discharge, epiphora, eye pain, foreign body sensation, pruritus, stinging, and visual disturbance (most often blurring).

Post-marketing Experience

The following adverse reactions have been identified during post approval use of **RESTASIS®**. Because these reactions are reported voluntarily from a population of uncertain size, it is not always possible to reliably estimate their frequency or establish a causal relationship to drug exposure.

Reported reactions have included: hypersensitivity (including eye swelling, urticaria, rare cases of severe angioedema, face swelling, tongue swelling, pharyngeal edema, and dyspnea), and superficial injury to the eye (from the vial tip touching the eye during administration).

USE IN SPECIFIC POPULATIONS

Pregnancy

Teratogenic Effects: Pregnancy Category C

Adverse effects were seen in reproduction studies in rats and rabbits only at dose levels toxic to dams. At toxic doses (rats at 30 mg/kg/day and rabbits at 100 mg/kg/day), cyclosporine oral solution, USP, was embryonic and fetotoxic as indicated by increased pre- and postnatal mortality and reduced fetal weight together with related skeletal retardations. These doses are 5,000 and 32,000 times greater (normalized to body surface area), respectively, than the daily human dose of one drop (approximately 28 µL) of 0.05% **RESTASIS®** twice daily into each eye of a 60 kg person (0.001 mg/kg/day), assuming that the entire dose is absorbed. No evidence of embryofetal toxicity was observed in rats or rabbits receiving cyclosporine at oral doses up to 17 mg/kg/day or 30 mg/kg/day, respectively, during organogenesis. These doses in rats and rabbits are approximately 3,000 and 10,000 times greater (normalized to body surface area), respectively, than the daily human dose.

Offspring of rats receiving a 45 mg/kg/day oral dose of cyclosporine from Day 15 of pregnancy until Day 21 postpartum, a maternally toxic level, exhibited an increase in postnatal mortality; this dose is 7,000 times greater than the daily human topical dose (0.001 mg/kg/day) normalized to body surface area assuming that the entire dose is absorbed. No adverse events were observed at oral doses up to 15 mg/kg/day (2,000 times greater than the daily human dose).

There are no adequate and well-controlled studies of **RESTASIS®** in pregnant women.

RESTASIS® should be administered to a pregnant woman only if clearly needed.

Nursing Mothers

Cyclosporine is known to be excreted in human milk following systemic administration, but excretion in human milk after topical treatment has not been investigated. Although blood concentrations are undetectable after topical administration of **RESTASIS®** ophthalmic emulsion, caution should be exercised when **RESTASIS®** is administered to a nursing woman.

Pediatric Use

The safety and efficacy of **RESTASIS®** ophthalmic emulsion have not been established in pediatric patients below the age of 16.

Geriatric Use

No overall difference in safety or effectiveness has been observed between elderly and younger patients.

NONCLINICAL TOXICOLOGY

Carcinogenesis, Mutagenesis, Impairment of Fertility

Carcinogenesis: Systemic carcinogenicity studies were conducted in male and female mice and rats. In the 78-week oral (diet) mouse study, at doses of 1, 4, and 16 mg/kg/day, evidence of a statistically significant trend was found for lymphocytic lymphomas in females, and the incidence of hepatocellular carcinomas in mid-dose males significantly exceeded the control value.

In the 24-month oral (diet) rat study, conducted at 0.5, 2, and 8 mg/kg/day, pancreatic islet cell adenomas significantly exceeded the control rate in the low dose level. The hepatocellular carcinomas and pancreatic islet cell adenomas were not dose related. The low doses in mice and rats are approximately 60 times greater (normalized to body surface area) than the daily human dose of one drop (approximately 28 µL) of 0.05% **RESTASIS®** twice daily into each eye of a 60 kg person (0.001 mg/kg/day), assuming that the entire dose is absorbed.

Mutagenesis: Cyclosporine has not been found to be mutagenic/genotoxic in the Ames Test, the V79-HGPRT test, the micronucleus test in mice and Chinese hamsters, the chromosome- aberration tests in Chinese hamster bone-marrow, the mouse dominant lethal assay, and the DNA-repair test in sperm from treated mice. A study analyzing sister chromatid exchange (SCE) induction by cyclosporine using human lymphocytes *in vitro* gave indication of a positive effect (i.e., induction of SCE).

Impairment of Fertility: No impairment in fertility was demonstrated in studies in male and female rats receiving oral doses of cyclosporine up to 15 mg/kg/day (approximately 2,000 times the human daily dose of 0.001 mg/kg/day normalized to body surface area) for 9 weeks (male) and 2 weeks (female) prior to mating.

PATIENT COUNSELING INFORMATION

Handling the Container

Advise patients to not allow the tip of the vial to touch the eye or any surface, as this may contaminate the emulsion. To avoid the potential for injury to the eye, advise patients to not touch the vial tip to their eye.

Use with Contact Lenses

RESTASIS® should not be administered while wearing contact lenses. Patients with decreased tear production typically should not wear contact lenses. Advise patients that if contact lenses are worn, they should be removed prior to the administration of the emulsion. Lenses may be reinserted 15 minutes following administration of **RESTASIS®** ophthalmic emulsion.

Administration

Advise patients that the emulsion from one individual single-use vial is to be used immediately after opening for administration to one or both eyes, and the remaining contents should be discarded immediately after administration.

Rx Only



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Appreciation

The Man Who Could Not Cry

Humor, humility and the ability to compromise were the marks of the man **By Bono**

A S AN ACTIVIST I have pretty much been doing what Nelson Mandela tells me since I was a teenager. He has been a forceful presence in my life going back to 1979, when U2 made its first antiapartheid effort. And he's been a big part of the Irish consciousness even longer than that. Irish people related all too easily to the subjugation of ethnic majorities. From our point of view, the question as to how bloody South Africa would have to get on its long road to freedom was not abstract.

Over the years, Mandela and I became friends. Like everyone else, I was mesmerized by his deft maneuvering as the leader of South Africa. He then took the success of the antiapartheid fight and widened the aperture to include the survival of people with AIDS and the broader reach for dignity by the poorest peoples on the planet.

Mandela saw extreme poverty as a manifestation of the same struggle. "Millions of people... are trapped in the prison of poverty. It is time to set them free," he said in 2005. "Like slavery and apartheid, poverty is not natural. It is man-made, and it can be overcome... Sometimes it falls on a generation to be great. You can be that great generation." It certainly fell to Mandela to be great. His role in the movement



A walk together Mandela and Bono near Cape Town in 2003

against extreme poverty was critical. He worked for a deeper debt cancellation, for a doubling of international assistance across sub-Saharan Africa, for trade and private investment and transparency to fight corruption. Without his leadership, would the world over the past decade have increased the number of people on AIDS medication to 9.7 million and decreased child deaths by 2.7 million a year? Without Mandela, would Africa be experiencing its best decade of growth and poverty reduction? His indispensability can't be proved with math and metrics, but I know what I believe...

Mandela would be remembered as a remarkable man just for what happened—and didn't happen—in South Africa's transition. But more than anyone, it was he who rebooted the idea of Africa from a continent in chaos to a much more romantic view, one in keeping with the majesty of the landscape and the nobility of even its poorer inhabitants. He was also a hardheaded realist, as his economic policy demonstrated. To him, principles and pragmatism were not foes; they went hand in hand. He was an idealist without naiveté, a compromiser without being compromised.

Surely the refrain "Africa rising" should be attributed to Madiba—the clan name everyone knows him by. He never doubted that his continent would triumph in the 21st century: "We are not just the peoples with the oldest history," he told me. "We have the brightest future." He knew Africa was rich with oil, gas, minerals, land and, above all, people. But he also knew that "because of our colonial past, Africans



Activists Mandela and Bono in Johannesburg in 2002

still don't quite believe these precious things belong to them." Laughing, he added, "They can find enough people north of the equator who agree with them."

He had humor and humility in his bearing, and he was smarter and funnier than the parade of world leaders who flocked to see him. He would bait his guests: "What would a powerful man like you want with an old revolutionary like me?"

MANDELA LIVED
A LIFE WITHOUT
SANCTIMONY.
YOU TRY IT; IT'S
NOT EASY. HIS
LACK OF PIETY
HELPED HIM
TURN FORMER
FOES INTO
FRIENDS

He could charm the birds off the trees—and cash right out of wallets. He told me once how Margaret Thatcher had personally donated £20,000 to his foundation. "How did you do that?" I gasped. The Iron Lady, who was famously frugal, kept a tight grip on her purse. "I asked," he said with a laugh. "You'll never get what you want if you don't ask." Then he lowered his voice conspiratorially and said her donation had nauseated some of his cohort. "Didn't she try to squash our movement?" they complained. His response: "Didn't De Klerk crush our people like flies? And I'm having tea with him next week... He'll be getting the bill." (On other occasions, I heard Mandela praise the courage of F.W. de Klerk, the last President of apartheid South Africa, who had his own prison to escape: the prejudice of his upbringing. We should not forget his role in this historic drama.)

Mandela lived a life without sanctimony. You try it; it's not easy. His lack of piety helped him turn former foes into friends. In 1985, U2 and Bruce Springsteen responded to Steve Van Zandt's call to

lend our voices to an artists-against-apartheid recording titled "Sun City." Sun City had been set up on the border of Botswana to bypass the cultural boycott of South Africa. Sol Kerzner's casino there had become a pretty busy venue. Years later, when I chastised the music producer Quincy Jones about his friendship with Kerzner, Quincy replied, "Man, you know nothing about Mandela, do you? He wasn't out of jail seven days before he called Sol Kerzner. Since then, Sol has been one of the largest contributors to the [African National Congress]." I felt like one of those Japanese soldiers who came out of the jungle in the 1950s still fighting World War II.

Laughter, not tears, was Madiba's preferred way—except on one occasion when I saw him almost choke up. It was on Robben Island, in the courtyard outside the cell in which he had spent 18 of his 27 years in prison. He was explaining why he'd decided to use his inmate's number, 46664, to rally a response to the AIDS pandemic claiming so many African lives. One of his cellmates told me that the price Mandela paid for working in the limestone mine was not bitterness or even the blindness that can result from being around the bright white reflection day after day. Mandela could still see, but the dust damage to his tear ducts had left him unable to cry. For all this man's farsightedness and vision, he could not produce tears in a moment of self-doubt or grief.

He had surgery in 1994 to put this right. Now, he could cry.

Today, we can.

Bono, a musician and activist, is a co-founder of ONE and (RED)



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How I Got to Play the Hero

An actor recalls the moment Nelson Mandela changed his life **By Morgan Freeman**



A 20-year friendship
Freeman and Mandela
during the filming of
Invictus

WITH THE PASSING of Nelson Mandela, we have a chance to put the idea of a true hero in perspective. Actually, calling Mandela a hero falls woefully short in adequately portraying the man who fought apartheid, was sent to prison for 27 years, was freed from the living hell of unjust confinement, became South Africa's first democratically elected President and changed the political landscape of his country.

How many of us could have done what he did upon his release? How many of

us could have sworn off vengeance and preached reconciliation? How many of us could have turned the final chapters of our own life into a new beginning for our nation's people?

Madiba, as his friends called him, and I became friends back in the 1990s when, during a press conference, he was asked who he would want to portray him in a film. To my everlasting honor, he mentioned me, and thus began our 20-year relationship. I got to walk with him, talk with him, hold his hand and get to know one of the greatest men who ever

lived. Nearly 20 years after our first meeting, my company Revelations had the unique pleasure of developing and producing the film *Invictus*, with me in the role of Mandela. Consistent with the true content of his character, his only comment after we first screened the movie for him was a humble, "Now perhaps people will remember me..."

He dedicated his life to a singular cause, a quest to free the black population of his homeland. In accomplishing that, he freed South Africa's white population and freed an entire nation. And in freeing a nation, he changed the entire world.

We have lost one of the true giants of the past century. But in our loss is the realization that thanks to him, we have all gained something. For in bringing down the evil of apartheid, Mandela raised us up; his wisdom, patience, compassion and insistence on reconciliation make us aspire to be better people. In his determination to break from the chains of the past, he allowed us all to join him as the masters of our fate and the captains of our souls.

Madiba's journey may be over, but his legacy lives on in all of us.

*Freeman was nominated for an Academy Award for his role as Mandela in *Invictus**

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OF US COULD
HAVE SWORN
OFF VENGEANCE
AND PREACHED
RECONCILIATION?

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A Leader and a Champion

South Africa's rugby captain recounts how Mandela used sport for national healing

IN 1995, FRANÇOIS PIENAAR led host country South Africa to victory in the Rugby World Cup. Mandela famously used the tournament to reach out to South Africa's whites through their cherished sport. At one game, he wore the Springbok green-and-gold jersey, previously a symbol of apartheid. When Pienaar's team triumphed, South Africans celebrated as a nation of equals. Pienaar, 46, spoke to TIME correspondent Alex Perry last year.

What did Nelson Mandela mean to South Africa and the world?

He sacrificed so much in his life—family, friends and a big chunk of his life—for things he believed in. Nothing could persuade him to drop his beliefs: a democratic South Africa, with equal rights, and a beacon of hope for the rest of the world. A lot of people thought we were heading toward civil

war. Instead Madiba [Mandela's Xhosa clan name] delivered, and South Africa embraced a very difficult transition.

What did he mean to you?

Our relationship grew after [the World Cup]. When there was nothing to gain from a relationship with me, that's when our friendship grew. Irrespective of the wonderful qualities that he had—the forgiveness, the selflessness, his humility, his intellect—the stories that make him extra-extra-special in our house are the small things. He came to my wedding. When our first child was born, the phone rang in the early hours, and it was Madiba, to congratulate us and to ask if he could be godfather. He really, really cared. I just loved him to bits.

Was he aware of how much he meant to so many people?

He got it. That's why he conducted himself in the manner he did. There was



Rugby rules Pienaar receives the trophy from Mandela in 1995



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a shyness to this huge man, something that wanted to deflect all that [attention], in case he failed. That's one thing that I really, really loved about him. He knew he was fallible and did not want to disappoint.

Is South Africa living up to his legacy?

Yes and no. The promises he made, the delivery on those promises, the fact that he was uncompromised—that sets him apart. How do you follow on? It's very difficult.

Did it surprise you that Mandela invested so much in sport?

He understood why people love sport and the emotion that sport carries. He realized it can

create hope where there was only despair. When he walked out into the stadium in 1995 in front of 65,000 people, of whom 99.99% would have been white, they all started shouting, "Nelson. Nelson. Nelson." They sang "Shosholoza," an Ndebele song, a freedom song. Why? Because sport can be a catalyst for the healing process to start.

Were you aware this was more than a game?

Not before the competition started. But in six weeks, I saw the country change. At our hotel in Cape Town, the lady who checked us in was wearing a Springbok jumper. The gentleman who served us breakfast would say we must eat because we needed

to be strong. The morning of the final [in Johannesburg], we went for a run, and four black kids selling newspapers chased after us, shouting the names of the players. After the match, when an interviewer asked me how it felt to win in front of 65,000 people, I replied, "We didn't have 65,000. We had 43 million."

Mandela could have a transformative effect on people himself.

I've seen it. His compassion, humility, his genuine caring, stopping to understand, listen and talk, it leaves an indelible impression. In Pollsmoor Prison, a warden told me a story. On Monday night, it was his job to show movies to the four

prisoners, including Mandela. Once, he complained about not having a fresh cup of coffee. So the next Monday night, Madiba walks over to him with a fresh cup and two biscuits, gives them to him, walks back and watches the movie. The warden was, I would say, very conservative. Yet when he told me his story, he was charged. He was shaking.

How big a hole is he going to leave here?

He shouldn't leave a hole. I hope his passing is a celebration of life. He remains an example to us all. He should be a monument of hope, humility, courage and love. It's a very special moment. But it's a tough one. ■

**ONE DAY YOU NOTICE
SOMETHING IS DIFFERENT
... AND IF YOU TAKE
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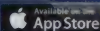
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During my lifetime, I have dedicated myself to this struggle of the African people. I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities. It is an ideal which I hope to live for and to achieve. But if needs be, it is an ideal for which I am prepared to die.



THE EDITORS WHO PICK *TIME*'S Person of the Year can't comprehend the pressure that comes with a perfect winning streak. In 1975 *TIME* picked American Women, who have not had a song written about them since the Guess Who. In 1988 the editors picked Earth, which is still stuck in the same exact orbit, going nowhere. In 2006 they picked You, and look where You are now.

Meanwhile, all three of my previous choices for Coolest Person of the Year—James Franco, Ryan Gosling and Lena Dunham—have proved me right by continuing their coolness, though I did get a little nervous when Franco co-hosted the 2011 Oscars. So with the pressure on, my committee chose cautiously, rejecting the slightly too clever suggestion of Coolest Person of the Year board member Judd Apatow, who nominated crack-smoking Toronto mayor Rob Ford—who, admittedly, is cool in that he doesn't care what anyone thinks about him, crack cocaine or Toronto. We also had to veto the slightly too mainstream ideas of board member Henry Winkler, who suggested Bruno Mars because he has "songs of passion, and cool hats too" and Prince Harry, who has been naked in Vegas, which is not a good look for someone with red hair. Along with every other look.

We needed someone who was classically cool. A person in a hip-hop band, a music producer, a DJ. A man who has his own line of Nike sneakers and owns a hoodie shop on the Lower East Side of Manhattan. A guy who has lived in Europe and loves art-house movies. A person who goes by many names, several of which have a question mark in them. We were so traditional in our choice that the 2013 Coolest Person of the Year has the most clichéd cool job in

JOEL STEIN COOLEST PERSON OF THE YEAR

MY FRANCHISE HAS BEEN ON A WINNING STREAK. 2013 WON'T DISAPPOINT



the world: he's a drummer. Questlove, the drummer of the alt-hip-hop band the Roots, dropped bits of coolness every where this year. He wrote two cool books, *Mo' Meta Blues*—a smart postmodern memoir—and a coffee-table book chronicling *Soul Train*, the show so cool that my dad, in a failed attempt to prevent me from growing up to be a dork, forced me to watch it as a child. He composed the music for Comedy Central's very cool *Inside Amy Schumer*. His website, Okayplayer, which allows alternative musicians to create songs together online, made

the dopest Christmas sweater ever. Every Thursday night, he deejays at a bowling alley in Williamsburg, Brooklyn. And since the Roots are Jimmy Fallon's house band, he's about to become the bandleader on *The Tonight Show*. He also deejayed at 13 weddings this year, including that of 2013 Coolest Person runner-up Pharrell Williams. We picked Questlove over Williams because there's no song titled "Last Night a Recently Married Guy Saved My Life."

When I called Questlove to inform him of his honor, he did what all cool people

do, which is to claim he was uncool in high school. "Does it speak volumes that my first response is the high school nerd in me being afraid of if I'll get any backlash from Kanye for getting this accolade?" he asked. But Kanye West tries so hard, whereas Questlove exudes cool comfort. Also, if we picked Kanye, he couldn't interrupt this column and claim the honor for himself, which we're kind of hoping happens.

Questlove knows that being cool means risking being uncool. He wears bow ties made of Legos. His band sings about social issues. He says he and Black Thought, the lead MC of the Roots, used to argue about Questlove's earnest curiosity and lack of posturing. "He and I had private clashes of me wearing my geek flag a little too much in the group, which extinguished his version of cool. I kind of made a decision in 2005: Look, I'm tired of hiding." Hiding is very uncool.

He has even secretly become a stand-up comic, having appeared at New York City's tiny Slipper Room seven times, which he's told no one besides the guy who does audience warm-up on Fallon's show. "It's deeply personal," Questlove says. "I don't know if I'll ever invite anyone." That's why we just did it for him.

We're far more confident about this choice than *TIME*'s editors are with the Pope, Edward Snowden or whomever they picked in their secret Person of the Year meetings they won't let me join. And while it's unlikely the Pope or Snowden is going to talk about being Person of the Year all the time on their TV shows, which they don't have, we made sure Fallon would talk about Questlove. "Questlove is the coolest," says Fallon. "There's a lot of love coming from that guy." Save it for the show, Jimmy. ■



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Tony Brehon | Assembly

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The background of the entire advertisement is a close-up, slightly blurred image of the American flag, showing the stars and stripes. The stars are prominent in the upper left, while the stripes run diagonally across the frame.

40 YEARS IN AMERICA

A decorative graphic element consisting of a symmetrical, flowing flourish that tapers into a central point, from which a single five-pointed star emerges. This star is flanked by four smaller, solid black stars on each side, for a total of nine stars arranged in a horizontal line.A close-up, angled shot of a STIHL chainsaw bar. The bar is light-colored, possibly white or light grey, and shows signs of use with some dark residue. The STIHL logo is printed in bold, black, sans-serif capital letters on the side of the bar. The background is a rough, textured surface, possibly wood or concrete.

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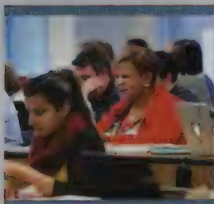
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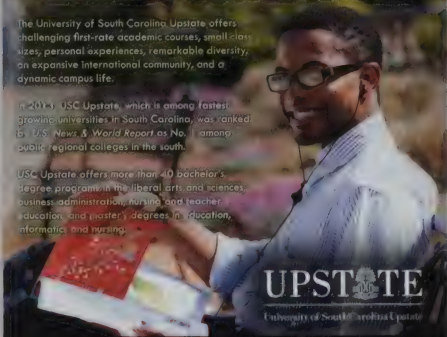
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Michael R. Braun's practice consists exclusively of jury trial work, focusing on significant matters involving personal injury, including wrongful death, tractor-trailer, and premises liability cases. Michael graduated from Atlanta Law School in 1993 and, in 2002, after being a sole practitioner for many years, Michael joined with Andrew S. Ree to form Braun & Ree, LLP. Michael is often associated by other attorneys for the preparation and trial of litigated matters and is admitted to practice in the State of Georgia, U.S. District Court, U.S. Court of Appeals, and the United States Supreme Court. Michael is a certified Civil Trial Lawyer through the National Board of Trial Advocacy and has been a guest lecturer, speaking to several trial lawyer groups on the topic of trials and depositions. Michael has also been selected by his peers as a Super Lawyer, as recognized by Atlanta Magazine, and has been awarded an AV Preeminent rating by Martindale-Hubbell, which signifies the highest ranking an attorney can receive for both ability and ethics.



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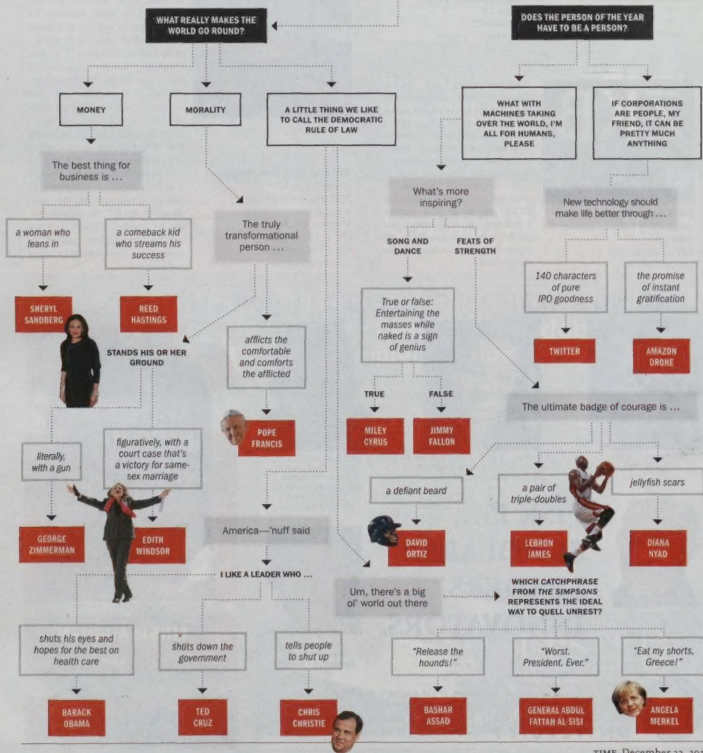
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